



Smithsonian

Fiscal Year 2013

Submitted to the Committees on Appropriations
Congress of the United States

Smithsonian Institution

Fiscal Year 2013

Budget Justification to Congress

February 2012

SMITHSONIAN INSTITUTION
Fiscal Year 2013 Budget Request to Congress
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THE SMITHSONIAN INSTITUTION: MAKING PROGRESS

The Smithsonian has a crucial role to play in the civic, educational, scientific, and artistic life of this nation. With our unparalleled collections, distinguished scholars, and digital outreach, we offer everyone a universal lens for learning, no matter where our audience lives. We offer the world a picture of America and America a picture of the world.

The Smithsonian is addressing some of the world's most complex issues — and sharing the results with the world. We are implementing ambitious plans: mounting groundbreaking exhibitions; conducting important research; preserving collections; redesigning management operations; garnering new philanthropic support; enlisting new partners; engaging new, diverse audiences; sparking innovation; contributing to scientific discoveries; and helping to change the face of education in America.

We are focused on implementing our new Strategic Plan that centers on four “Grand Challenges” and is buttressed by four Consortia to promote interdisciplinary and Institution-wide collaboration. We are also leveraging federal funding to become more entrepreneurial.

For 166 years, the Smithsonian has served our nation and the world as a source of inspiration, discovery, and learning. In these tough economic times, the Smithsonian — with its free museums and the remarkable scope of information accessible from its websites and social media — has become a more valuable resource for the American people than ever before. By fully using the technological tools of the 21st century, the Institution is well positioned to help lead the nation in a new age of Enlightenment “for the increase and diffusion of knowledge,” as James Smithson envisioned in his original bequest to the United States.

Many look to the Smithsonian to capture the spirit of what it means to be American. There are so many stories behind Lincoln's hat, Jefferson's Bible, Stuart's Lansdowne portrait of George Washington, Edison's light bulb, Morse's telegraph, the Wright flyer, Amelia Earhart's Lockheed 5B Vega, the space shuttle *Discovery*, and the Star-Spangled Banner. That's why last year we launched nearly 100 new exhibitions at our 19 museums and galleries, and at the National Zoo — resulting in more than 29 million visits.

We are committed to delivering life-changing learning experiences for learners of all ages, and in a way that invites their participation in our Revitalizing Education initiatives.

At our National Museum of American History (NMAH), we regularly schedule citizenship swearing-in ceremonies in front of the Star Spangled Banner. We feature exhibitions that shed new light on the lives of our leaders, such as in *Jefferson's Bible: The Life and Morals of Jesus of Nazareth*. Jefferson assembled a private text in 1820, using excerpts from the Four Gospels of the New Testament in Greek, Latin, French, and English. His aim was to tell a chronological version of Jesus' life that distilled his moral teachings. Visitors see the newly conserved volume, one of the treasures of the

NMAH, along with two of the source books Jefferson used, and an original copy of the 1904 printing that Congress commissioned. This printing began a tradition of providing new members of Congress with a copy of the Jefferson Bible that was followed for nearly 50 years. For those who want to read the Jefferson Bible in its entirety, Smithsonian Books has released a first-ever, full-color facsimile. Soon, the Smithsonian Channel will air a documentary covering the behind-the-scenes conservation treatment and how and why the Jefferson Bible was created. This is a perfect example of how the Smithsonian is uniquely capable of telling a seminal story in different formats to maximize the educational impact.

In a similar fashion, as the nation marks the 150th anniversary of the Civil War, we have a number of exhibitions, programs, and publications focusing on that war and how its tragedies caused us to grow as a people and as a nation. Rare artifacts, artworks, and documents from the Smithsonian's collections invite visitors to reflect on this tumultuous time in American history from various perspectives — Union and Confederate, freeman and slave — and in today's context as a nation united.

Our Museum of American History worked with the Library of Congress and the Lawrence Berkeley National Laboratory to present a first hearing of the experimental sound recordings of Alexander Graham Bell from the 1880s. Recovering sound from six glass discs is the first step in a project to preserve and catalogue the Museum's early recording collection and to provide increased access to the collection and its contents for both the academic community and the public. These and similar activities, especially the opening of our new museum, the National Museum of African American History and Culture, in 2015, will connect Americans across all ages, places, and spaces.

The world looks to the Smithsonian for groundbreaking scientific research. The results of our work can be seen everywhere. Smithsonian scientists assess the consequences of global change, keep aircraft safe from bird strikes, document and control invasive species, protect our soldiers from insect-borne diseases, and search the universe for planets similar to Earth. The Institution has an unmatched capacity to tackle biodiversity issues. For example, the Smithsonian Institution Global Earth Observatories network is a worldwide partnership of more than 30 institutions working to monitor the health of 4.5 million trees (8,500 species) on 41 plots in 21 countries. This project alone shows how the Smithsonian leads through discovery and collaboration.

In New Mexico, Smithsonian scientists unearthed the fossilized skull and neck vertebrae of a new species that provides an evolutionary link between two groups of predatory dinosaurs. In a laboratory below the University of Arizona's football stadium, Smithsonian scientists are helping to construct the Giant Magellan Telescope, which promises to answer some of astronomy's most fascinating questions about black holes and galaxy formation. From uncovering bones millions of years old to locating stars millions of light years away, Smithsonian researchers are exploring many of today's most important scientific questions — and being recognized for doing so. No fewer than four of our senior scientists have won prestigious national awards for their work in the past year alone.

We recognize the national need to improve K–12 education in this country and are working with teachers and education leaders, developing new approaches to help hook and engage learners of all ages with unexpected connections to their own interests. Last year we had more than 7.1 million education program attendees. Using technology, we are reaching all corners of our nation with distance-learning projects. Strengthening education and enhancing our nation’s ability to compete globally are critical to our future, and we are responding to this need with inventive, formal, and informal educational experiences which serve students and teachers in all 50 states, including remote rural areas. Working in new combinations and collaborations, our experts offer more educational opportunities than ever before — as we work to excite the learning in everyone from age 3 to 93.

For 26 years, the National Science Resources Center (NSRC) has leveraged the research and expertise of the Smithsonian and the National Academies of Science to develop science education programs. The NSRC won a \$25.5 million grant from the Department of Education, and then raised \$8 million in private matching funds for its initiative to transform Science, Technology, Engineering, and Mathematics (STEM) education. We have an important role to play in both STEM *and* STEAM (Science, Technology, Engineering, Arts, and Math) education, because we can offer multidisciplinary experiences that bridge the arts and sciences. With our partners, the Cooper-Hewitt, National Design Museum won a \$5 million Department of Education grant to improve art education in New York City schools. Taken together, these programs show how the Smithsonian’s special ability to leverage federal funds to compete for private-sector financing makes the most effective use of those funds for educational purposes.

We have improved the display and storage conditions of our vast collections, which include 137 million objects, specimens, and works of art. As stewards of the national collections, we are balancing the preservation of, and access to, these collections. We are stepping up efforts to digitize as many of the collections as resources permit. The collections we maintain serve as a resource for scientists from federal agencies such as the Departments of Agriculture and Defense, and the United States Geological Survey. We work with the Administration’s Office of Science and Technology Policy to coordinate our efforts with federal agencies and avoid duplication of activities. Our National Museum of the American Indian was just awarded LEED-Existing Building silver certification for energy savings, water efficiency, sustainable site, improved indoor environmental quality, stewardship of materials, and sensitivity to impacts on the environment.

The Smithsonian has more than 6,000 employees, including approximately 700 scientists and scholars, curators, researchers, historians, and experts in fields from astrophysics to zoology, as well as more than 6,500 volunteers. These dedicated people are passionate about fulfilling the mission of the Smithsonian at the highest level. And they like what they do; for the second year in a row, the Smithsonian was named the fourth-best place to work in a federal Government survey, and *Forbes* named the Institution one of the best places for internships.

As the world's largest museum and research complex, the Smithsonian has 19 museums and galleries, 20 libraries, numerous research centers, and the National Zoological Park. We have physical facilities in eight states and the District of Columbia, and operate in nearly 100 countries, at sites ranging from the equator to both poles. The Institution has 170 affiliate museums in 40 states, the District of Columbia, Puerto Rico, and Panama. As part of our outreach programs, the Smithsonian Institution Traveling Exhibition Service, the largest traveling exhibition service in the world, reaches roughly five million people nationwide each year. Smithsonian Associates offers thousands of public programs, lectures, and live performances annually.

The Institution's presence is further expanded through Smithsonian Networks' Emmy Award-winning Smithsonian HD channel, which now reaches millions of households. In addition, the *Smithsonian* magazine has subscribers in every state and several foreign countries, and nearly seven million people read each month's issue. Vista Research recently named the *Smithsonian* website the "most interesting" magazine website it identified in a reader survey.

Increasing numbers of young people are using new technology to access the Smithsonian. Throughout the Institution, we have more than 750 Web and social media accounts, and that number is growing every day. Last year we had 81 million unique visitors to our websites, and nearly two million followers on Twitter and FaceBook. Our YouTube offerings have been viewed more than a million times.

Our refreshed website has a more modern look and is easier for users to navigate. It won the 2011 People's Voice Webby Award for Best Cultural Institution website. The public can now easily find customized information about how to visit and engage with the Smithsonian, either in person or online. Our free, easy-to-use Smithsonian visitor mobile application is now available. These interactive tools position the Smithsonian as a leader in mobile applications for museums.

Yet, these new technologies are not meant to be one-way streets. In the information age, we are looking to hear from the public. People can interact with our researchers and experts through our blogs and mobile applications, comment on our exhibits, and provide us with information to help us better serve the public. We want the Smithsonian to be a conversation, not a lecture.

Given these opportunities, challenges, and difficult budget realities, the Smithsonian is becoming more innovative, disciplined, focused, nimble, and self-reliant than in the past. We continue to work hard to raise private funds to complement our federal appropriations in achieving the goals of our Strategic Plan. To this end, we are launching a national fundraising campaign, increasing our efforts to win Government grants, and exploring new business opportunities. By working with the Administration and the Congress, the Smithsonian will aggressively address its challenges and take full advantage of its many new opportunities, using the Institution's Strategic Plan as a road map to excellence. In these ways, we will continue to bring the American spirit to life.

SMITHSONIAN INSTITUTION

FY 2013 BUDGET REQUEST SUMMARY

Account	<i>FY 2012</i> Appropriation	<i>FY 2013</i> Request
Salaries and Expenses	\$635,511,552	\$660,333,000
Facilities Capital	<u>174,720,000</u>	<u>196,500,000</u>
Total	\$810,231,552	\$856,833,000

For FY 2013, the Smithsonian's request to fund essential operating expenses and revitalization of the Institution's physical infrastructure is \$856.8 million. This total includes \$660.3 million for Salaries and Expenses (S&E) and \$196.5 million for the Facilities Capital account. The Facilities Capital account includes \$85 million for the construction of the National Museum of African American History and Culture (NMAAHC) and \$16.5 million for infrastructure repairs required as a result of the August 2011 earthquake. A detailed summary is provided in the table at the end of this section.

SALARIES AND EXPENSES

FIXED COSTS INCREASES

- **Salaries and Related Costs (+\$3,288,448)** — This request funds a 0.5 percent pay raise for FY 2013 (+\$1,640,000) and pay adjustments for salary benefits (+\$1,306,448). It also includes an increase of +\$577,000 for Panamanian pay parity at the Smithsonian Tropical Research Institute and a decrease of -\$235,000 for Workers' Compensation.
- **Non-pay Items (+\$1,150,000)** — The Institution requests additional funding, largely for inflation-related increases in rent, software licenses, and other mandatory operating costs. Details are provided in the S&E section.

PROGRAM CHANGES

This FY 2013 budget request places the programmatic increases into the broad categories of the Smithsonian's Strategic Plan, thereby linking the funds directly to the Institution's overall mission.

BROADENING ACCESS

- **Digitization and Web/New Media (+\$1,500,000)** — The Smithsonian continues work on its Strategic Plan to become the trusted source of information on the World Wide Web by using new technologies to share its vast collections and extensive research, along with the expertise of its scholars, scientists, researchers, museum specialists, and curators. This request supports the Smithsonian's Digitization Strategic Plan and the Institution's Web and New Media Strategic Plan to stimulate learning and innovation. Digitizing the collections and making them accessible online are major Strategic Plan priorities.
- **Exhibit Maintenance (+\$330,000)** — This funding request will enable museums to keep up with the routine maintenance needs resulting from expanded exhibition space, further visitation, and the more popular maintenance-intensive interactive exhibitions.

STRENGTHENING COLLECTIONS

- **Collections Care Initiative (+\$1,400,000)** — Collections stewardship is a key component and core priority of the Smithsonian's Strategic Plan. The increase requested provides resources to strategically correct collections care deficiencies identified by the Institution-wide collections assessment and collections space survey; address the Smithsonian's Inspector General collections-related audit recommendations; and improve the preservation, storage, and accessibility of priceless collections currently at risk of loss or damage.
- **Animal Welfare (+\$900,000)** — This request provides resources to support the welfare and care of the animal collection. Excellence in animal care is paramount for maintaining the Zoo's accreditation. The requested increase supports animal nutrition, health care costs, and necessary supplies, as well as operational, enrichment, and transportation costs.

MISSION ENABLING

- **Facilities Maintenance (+\$650,000)** — The Smithsonian requests an increase of \$650,000 to enable its maintenance program to continue the work of stabilizing and standardizing the overall condition of its facilities. The increase will fund high-priority security maintenance needs and for collection storage maintenance to support the needs of the Smithsonian's national collections.
- **Facilities Operations and Support (+\$1,470,000)** — The Institution also requests an increase of \$1,470,000 to address high-priority operating and safety requirements. This increase will enable the Institution to implement

a centralized fleet replacement program for vehicles and boats to correct deficiencies that are currently impacting critical research activities. The marine research vessels represent the most pressing institutional maintenance need, and a recent survey revealed that most of the assets were in a state of disrepair. This increase will also enable the Institution to comply with the increased background investigation requirements and help the Smithsonian reduce injuries and illnesses among its staff and visitors.

- **Internal Controls (+\$522,000)** — This request supports the Board of Regents' efforts to strengthen financial and logistical oversight of the Institution. These management resources will help the Institution eliminate the internal controls deficiencies identified by the Independent Review Committee and validated by a consultant-supported assessment that highlighted critical weaknesses. The request also includes converting the Inspector General position to a federally funded position, as directed by the Board of Regents.
- **Training (+\$450,000)** — This funding supports a comprehensive, centrally funded, mandated training program which includes initial and follow-up supervisor training with the myriad rules, regulations, and policies involved in employee supervision.
- **Diversity (+\$161,000)** — This funding request will provide the required resources to fully implement the Supplier Diversity Program and strengthen the Institution's efforts to develop and implement annual procurement plans and small business and minority owned small business outreach plans and initiatives.

National Museum of African American History and Culture (NMAAHC)

- The requested S&E increase to NMAAHC's base (**+\$13,000,000**) reflects the need to enhance what has been, to this point, limited staff and funding for the development of exhibitions, programming, and operations. This increase is imperative to provide the necessary developmental and fundraising support for both the construction and program efforts required to meet the 2015 opening date and time frames established for the project.

FACILITIES CAPITAL PROGRAM

This budget request for the Facilities Capital Program (**+\$196.5 million**) includes \$85 million for the construction of the National Museum of African American History and Culture (NMAAHC) and \$111.5 million for critical repairs to arrest the deterioration of some of the Institution's oldest buildings, as well as to maintain the current condition of other facilities through systematic renewal and renovations. The Government Accountability Office and other independent assessments have validated that the Smithsonian requires \$150 million in federal funds annually to address the deteriorating condition of its buildings. In FY 2013, the Institution requests \$111.5 million that includes the Institution's highest priority one and two projects.

For FY 2013, this request will enable the Smithsonian to continue major revitalization work at the National Zoological Park (\$17.8 million) and the National Museum of Natural History (\$8.8 million). It also includes funds to renovate the Smithsonian Environmental Research Center laboratory and access road (\$15.1 million); convert the uninhabitable school house at the Smithsonian Tropical Research Institute into an urgently needed research and laboratory facility in Panama (\$7.0 million); continue revitalization of the National Museum of American History (\$11.0 million); combine federal with private funds for the renovation of the mansion at Cooper-Hewitt, National Design Museum (\$1.4 million); perform critical revitalization work at the Suitland Collections Facility (\$4.0 million); and provide for critical revitalization projects costing under \$5 million each throughout the Institution (\$19.1 million). This request also accounts for planning and design of future projects estimated at \$10.8 million, and for \$16.5 million in earthquake-related repairs at the Museum Support Center and the National Air and Space Museum. Details are provided in the Facilities Capital section of this budget request. The Institution is also requesting \$85 million in funds for construction of NMAAHC. The Smithsonian is committed to raising 50 percent of the total construction cost of the new Museum.

**SMITHSONIAN INSTITUTION
FY 2013 BUDGET REQUEST SUMMARY
BY APPROPRIATION ACCOUNT**

SALARIES AND EXPENSES	FTEs	Amount
FY 2012 Appropriation	4,195	\$635,511,552
FY 2013 Changes		
<u>FIXED COSTS INCREASES</u>		
Salaries and Related Costs		3,288,448
Utilities, Postage, Rent, Communications, and Other		1,150,000
<u>PROGRAM INCREASES</u>		
Broadening Access		
Digitization	2	1,500,000
Exhibit Maintenance	0	330,000
Strengthening Collections		
Collections Care Initiative	0	1,400,000
Animal Welfare	0	900,000
Mission Enabling		
Facilities Maintenance	1	650,000
Facilities Operations and Support	1	1,470,000
Internal Controls	3	522,000
Training	0	450,000
Diversity	1	161,000
National Museum of African American History and Culture	30	13,000,000
Total FY 2013 Salaries and Expenses	4,233	\$660,333,000

FACILITIES CAPITAL	FTEs	Amount
FTEs in Base	48	
Revitalization		
Cooper-Hewitt, National Design Museum		1,400,000
National Museum of American History		11,000,000
National Museum of Natural History		8,800,000
National Zoological Park		17,800,000
Smithsonian Environmental Research Center		15,100,000
Smithsonian Tropical Research Institute		7,000,000
Suitland Collections Facility		4,000,000
Other Revitalization Projects		19,100,000
Earthquake Emergency Repairs		16,500,000
Planning and Design		
Facilities Planning and Design		10,800,000
Construction		
National Museum of African American History and Culture		85,000,000
Total FY 2013 Facilities Capital	48	\$196,500,000
FY 2013 REQUEST, ALL ACCOUNTS	4,281	\$856,833,000

**SMITHSONIAN INSTITUTION
SALARIES AND EXPENSES (S&E)
Summary of FY 2013 Changes**

	FTEs	\$000
FY 2012 S&E Appropriation	4,195	635,511,552
FY 2013 Changes:		
Fixed Costs		
Pay and Salary-Related Costs		3,288,448
Utilities, Postage, Rent, Communications, and Other		<u>1,150,000</u>
Total Fixed Costs	0	4,438,448
Program Changes		
Broadening Access		
Digitization	2	1,500,000
Exhibit Maintenance	0	330,000
Strengthening Collections		
Collections Care Initiative	0	1,400,000
Animal Welfare	0	900,000
Mission Enabling		
Facilities Maintenance	1	650,000
Facilities Operations, Security, and Support	1	1,470,000
Internal Controls	3	522,000
Training	0	450,000
Diversity	1	161,000
National Museum of African American History and Culture	30	13,000,000
Total Program Costs	<u>38</u>	<u>20,383,000</u>
TOTAL FY 2013 Budget Request	4,233	660,333,000

SMITHSONIAN INSTITUTION

Salaries and Expenses

Unit Detail of the FY 2011 and FY 2012 Appropriations and the FY 2013 Estimates
(\$ in Thousands)

FTE = Full-Time Equivalent

FTE = Full-Time Equivalent		FY 2011		FY 2012		FY 2013		ANALYSIS OF CHANGE		
		Enacted		Appropriations¹		Request to Congress		Fixed Costs \$000	Program Changes FTEs	\$000
		FTEs	\$000	FTEs	\$000	FTEs	\$000			
MUSEUMS AND RESEARCH CENTERS										
Unlocking the Mysteries of the Universe										
33	National Air and Space Museum	160	18,359	161	18,217	161	18,417	100	0	100
38	Smithsonian Astrophysical Observatory	108	24,336	106	23,997	106	24,101	104	0	0
42	Major Scientific Instrumentation	0	3,814	0	3,816	0	3,822	6	0	0
30	Universe Consortium	0	200	1	300	1	300	0	0	0
	Subtotal, Unlocking the Mysteries of the Universe	268	46,709	268	46,330	268	46,640	210	0	100
Understanding and Sustaining a Biodiverse Planet										
48	National Museum of Natural History	355	48,318	358	48,086	358	48,466	250	0	130
58	National Zoological Park	221	23,306	218	23,315	218	24,339	124	0	900
64	Smithsonian Environmental Research Center	31	3,765	32	3,767	32	3,867	100	0	0
68	Smithsonian Tropical Research Institute	253	14,867	202	12,469	202	13,109	640	0	0
30	Biodiversity Consortium	0	500	3	1,847	3	1,853	6	0	0
	Subtotal, Understanding & Sustaining a Biodiverse Planet	860	90,756	813	89,484	813	91,634	1,120	0	1,030
Valuing World Cultures										
76	Arthur M. Sacklor Gallery/Freer Gallery of Art	44	6,123	45	6,125	45	6,155	30	0	0
80	Center for Folklife and Cultural Heritage	17	2,295	17	2,330	17	2,448	118	0	0
84	Cooper-Howitt, National Design Museum	32	4,051	33	4,207	33	4,240	33	0	0
89	Hirshhorn Museum and Sculpture Garden	37	4,347	37	4,349	37	4,370	21	0	0
94	National Museum of African Art	27	4,452	27	4,284	27	4,303	19	0	0
30	World Culture Consortium	0	300	2	300	2	300	0	0	0
	Subtotal,Valuing World Cultures	157	21,568	161	21,595	161	21,816	221	0	0
Understanding the American Experience										
101	Anacostia Community Museum	17	2,059	18	2,060	18	2,070	10	0	0
105	Archives of American Art	15	1,876	17	1,877	17	1,887	10	0	0
110	National Museum of African American History & Culture	47	13,298	46	13,415	76	26,496	81	30	13,000
122	National Museum of American History, Behring Center	169	22,392	171	22,600	171	22,822	122	0	100
131	National Museum of the American Indian	244	32,335	246	31,849	246	31,998	149	0	0
135	National Portrait Gallery	52	5,987	55	5,989	55	6,021	32	0	0
139	Smithsonian American Art Museum	86	9,325	88	9,328	88	9,378	50	0	0
30	American Experience Consortium	0	300	4	799	4	801	2	0	0
	Subtotal, Understanding the American Experience	630	87,572	645	87,917	675	101,473	456	30	13,100
Total Museums and Research Centers		1,915	246,605	1,887	245,326	1,917	261,563	2,007	30	14,230
Page #										

SMITHSONIAN INSTITUTION
Salaries and Expenses
Unit Detail of the FY 2011 and FY 2012 Appropriations and the FY 2013 Estimates
(\$ in Thousands)

FTE = Full-Time Equivalent

Page #		FY 2011		FY 2012		FY 2013		ANALYSIS OF CHANGE		
		Enacted		Appropriations ¹		Request to Congress		Fixed Costs \$000	Program Changes FTEs	\$000
		FTEs	\$000	FTEs	\$000	FTEs	\$000			
	MISSION ENABLING									
	<i>Program Support and Outreach</i>									
145	Outreach	62	9,592	62	9,277	62	9,315	38	0	0
150	Communications	19	2,490	22	2,740	22	2,753	13	0	0
153	Institution-wide Programs	0	11,607	0	10,910	0	12,328	18	0	1,400
161	Office of Exhibits Central	27	3,006	28	3,007	28	3,024	17	0	0
163	Museum Support Center	22	1,870	23	1,871	23	1,881	10	0	0
165	Museum Conservation Institute	21	3,230	22	3,231	22	3,247	16	0	0
169	Smithsonian Institution Archives	19	2,189	20	2,189	20	2,201	12	0	0
171	Smithsonian Institution Libraries	85	9,963	86	9,967	86	10,165	198	0	0
	Subtotal, Program Support and Outreach	255	43,947	263	43,192	263	44,914	322	0	1,400
175	Office of the Chief Information Officer	96	45,526	91	45,920	93	48,545	1,125	2	1,500
179	Administration	183	33,293	182	34,054	185	35,129	192	3	883
184	Office of the Inspector General	20	2,602	22	2,645	23	2,909	14	1	250
	<i>Facilities Services</i>									
186	Facilities Maintenance	357	70,000	358	70,690	359	71,618	278	1	650
189	Facilities Operations, Security and Support	1,386	192,916	1,392	193,685	1,393	195,655	500	1	1,470
	Subtotal, Facilities Services	1,743	262,916	1,750	264,375	1,752	267,273	778	2	2,120
	Total Mission Enabling	2,297	388,284	2,308	390,186	2,316	398,770	2,431	8	6,153
	GRAND TOTAL, SMITHSONIAN INSTITUTION	4,212	634,889	4,195	635,512	4,233	660,333	4,438	38	20,383

¹ FY 2012 Appropriations reflect final Congressional action and adjustments that occurred after submission of the FY 2012 Budget Justification. Details of these adjustments are in the appendix table on page 239.

SALARIES AND EXPENSES

FY 2011 Appropriation	\$634,889,000
FY 2012 Appropriation	\$635,512,552
FY 2013 Estimate	\$660,333,000

For FY 2013, the Institution requests **\$660.3 million** in the Salaries and Expenses (S&E) account. Within the total increase requested, approximately 38 percent is attributable to fixed costs for sustaining base operations (e.g., pay, utilities, rent, etc.), and the remainder is for priority requirements throughout the Institution. In addition, the Institution requests an increase of \$13.0 million for the costs required for the legislated National Museum of African American History and Culture.

FIXED COSTS

SALARY AND PAY-RELATED COSTS (+\$3,288,448) — The Institution requests an increase of \$3.3 million for higher salary and pay-related costs. The increase funds a 0.5 percent pay raise in January 2013, and also provides funding for increases in benefit costs for employees, especially health care. The request also supports the higher pay requirements for the Smithsonian Tropical Research Institute's (STRI) local Panama employees and reflects a decrease in Workers' Compensation costs. The following is a line-item display of the funds requested.

<i>Salary and Related Costs:</i>	<u>Requested</u>
▪ 2013 pay raise (3/4 year at 0.5%)	\$1,640,000
▪ Benefit increases	1,306,448
▪ STRI Local Panama Employees	577,000
▪ Workers' Compensation	<u>-235,000</u>
Total	\$3,288,448

- **Proposed 2013 Pay Raise (+\$1,640,000)** — This funds the proposed 0.5 percent January 2013 pay raise for three-quarters of a year.
- **Benefit increases (+\$1,306,448)** — This funds increased benefit costs, including health care premiums and the shift of employees from the CSRS to FERS retirement system.
- **Panamanian Pay Parity (+\$577,000)** — With the termination of the Panama Canal Treaties in 2000, U.S. and Panama laws required a transition to a local-payroll system governed by the labor laws of Panama for locally hired employees. The compensation policy for locally hired employees at STRI, which was instituted in 2000, has not kept pace with U.S. Government standards or the remarkable growth of Panama's economy. To implement a more equitable compensation system for locally hired Panamanian employees and enable STRI to compete in the local labor market, the Smithsonian plans to adopt the U.S. Department of State employment standards and practices used by U.S. Embassies around the world. The requested increase (+\$577,000) will begin the three-year transition to provide equitable salaries and benefits for the locally hired employees, comparable to those at the local U.S. Embassy.

- **Workers' Compensation (-\$235,000)** — This supports the provisions of Section 8147(b) of Title 5, *United States Code*, as amended by Public Law 94-273. The Workers' Compensation bill for FY 2013 is **\$3,421,000**, based on actual costs incurred from July 1, 2010 through June 30, 2011, as invoiced by the Department of Labor on August 12, 2011. The FY 2012 amount for Workers' Compensation is \$3,656,000.

Increased Pay and Related Costs (Dollars in Thousands)

Line Item	Other Adjustments	FY 2013 Pay Increase
National Air and Space Museum	29	71
Smithsonian Astrophysical Observatory/Major Scientific Instrumentation	44	66
Universe — Consortium	0	0
National Museum of Natural History	77	173
National Zoological Park	37	87
Smithsonian Environmental Research Center	85	15
Smithsonian Tropical Research Institute	20	43
Biodiversity — Consortium	3	3
Arthur M. Sackler Gallery/Freer Gallery of Art	10	20
Center for Folklife and Cultural Heritage	4	8
Cooper-Hewitt, National Design Museum	7	12
Hirshhorn Museum and Sculpture Garden	7	14
National Museum of African Art	7	12
World Culture — Consortium	0	0
Anacostia Community Museum	3	7
Archives of American Art	3	7
National Museum of African American History and Culture	22	24
National Museum of American History, Behring Center	35	82
National Postal Museum	2	3
National Museum of the American Indian	51	98
National Portrait Gallery	10	22
Smithsonian American Art Museum	15	35
American Experience — Consortium	1	1
Outreach	14	24
Communications	4	9
Institution-wide Programs	18	0
Office of Exhibits Central	5	12
Museum Support Center	3	7
Museum Conservation Institute	5	11
Smithsonian Institution Archives	4	8
Smithsonian Institution Libraries	16	32
Office of the Chief Information Officer	74	60
Administration	262	93
Inspector General	4	10
Facilities Maintenance	116	162
Facilities Operations, Security, and Support	309	409
Total Increased Pay Costs	\$1,306	\$1,640

UTILITIES, POSTAGE, RENT, COMMUNICATIONS, AND OTHER FIXED COSTS (+\$1,150,000)

— For FY 2013, the Institution requests a net increase of \$1,150,000 for utilities, postage, rent, communications, and other fixed costs accounts, as detailed in the chart below. The increase reflects consumption and rate changes in the utilities accounts, inflationary increases, and program needs in the rent accounts. In addition, the increase in the Communications and other accounts are requested to provide for fixed software licensing and maintenance; inflationary increases for library subscriptions; and audit requirements.

The following table displays estimates from FY 2011 through FY 2013. The detail that follows addresses the specific changes impacting the FY 2013 accounts.

Federal Utilities, Postage, Rent, Communications, and Other Fixed Costs FY 2011–FY 2013 (Dollars in Thousands)

	FY 2011 Approp.	FY 2012 Approp.	FY 2013 Estimate	Change
Utilities:				
Electricity	21,466	21,020	20,582	-438
Chilled Water	7,597	7,298	7,353	55
Steam	8,675	8,777	8,613	-164
Natural Gas	4,373	4,027	4,050	23
DC Gov't Water/Sewer	2,802	3,451	2,837	-614
Other Water and Fuel Oil	<u>1,031</u>	<u>1,094</u>	<u>1,169</u>	<u>75</u>
Subtotal, Utilities	45,944	45,667	44,604	-1,063
Postage	1,790	1,661	1,661	0
Motor Fuel	370	370	370	0
Rental Space:				
Central	27,643	28,432	29,277	845
Unit	<u>5,359</u>	<u>5,409</u>	<u>5,564</u>	<u>155</u>
Subtotal, Rent	33,002	33,841	34,841	1,000
Communications	14,146	15,527	16,518	991
Other	1,566	1,602	1,824	222
Total	\$96,818	\$98,668	\$99,818	\$1,150

UTILITIES (-\$1,063,000) — The utilities request supports electricity; chilled water; steam; natural gas; Washington, DC Government Water and Sewer; and other water and fuel-oil services. The request includes the following:

- **Electricity (-\$438,000)** — Electricity is used to operate the Smithsonian's large infrastructure. The major use of electricity is for air-conditioning that provides essential climate control to protect the priceless national collections as well as visitors and staff. The electricity estimate is reduced from the FY 2012 request to reflect lower utility rates overall, with small increases to support new facilities and program changes.

This decrease reflects the net effect of projected rate increases in FY 2013 (+\$387,000); added electricity demands resulting from the Smithsonian Tropical Research Institute's (STRI) Gamboa laboratory replacement project (+\$194,000) and the Museum Support Center's (MSC) laboratory renovation project (+\$17,000); an adjustment to the FY 2012 estimate because of lower actual electricity supply rates in the Washington Metropolitan Area (-\$1,010,000); and anticipated increased reimbursements in FY 2013 (-\$26,000).

- **Chilled Water (+\$55,000)** — Chilled water costs represent both the annual cost of the fixed, 15-year debt service for the joint project between the General Services Administration (GSA) and the Smithsonian to supply chilled water from GSA's central plant to the Smithsonian's south Mall facilities, and the variable cost for actual chilled water usage. The request includes an anticipated 2 percent rate increase in FY 2013 (+\$60,000), which is offset by increased reimbursements due to higher rates (-\$5,000).
- **Steam (-\$164,000)** — The Smithsonian uses steam for heating and humidification, and to produce hot water for facilities on the Mall and in New York City. The estimate reflects a decrease in the GSA steam rate for facilities on the Mall (-\$164,000).
- **Natural Gas (+\$23,000)** — The Smithsonian uses natural gas for heating and generating steam. The net estimate includes funds for anticipated rate increases in FY 2013 that average 3 percent among all accounts (+\$122,000); added demand resulting from the MSC's laboratory renovation project (+\$6,000); a downward adjustment to the FY 2012 estimate for rate increases (-\$100,000); and anticipated increased reimbursements due to higher rates (-\$5,000).
- **DC Water and Sewer (-\$614,000)** — Funds cover the costs of both water and sewer services provided by the District of Columbia Water and Sewer Authority (DCWSA). This decrease represents rate and billing adjustments transmitted by DCWSA to the Smithsonian (-\$607,000) and anticipated increased reimbursements (-\$7,000).
- **Other Water and Fuel Oil (+\$75,000)** — Funds provide water service for facilities outside of Washington, DC, and fuel oil used in dual-fuel boilers and emergency generators as a backup to natural gas. The net estimate includes a reduction for water (-\$92,000) and an increase for fuel oil (+\$167,000).

The decrease for water reflects the net effect of an anticipated 6 percent rate increase in FY 2013 for all water accounts outside of Washington, DC (+\$39,000); an adjustment for FY 2011 actual water rates, which were lower than anticipated (-\$135,000); and increases for added water demands which resulted from the STRI Gamboa laboratory replacement project (+\$1,000) and the MSC laboratory renovation project (+\$3,000).

The increase for fuel oil provides additional resources for an anticipated 8 percent rate increase in FY 2013 among all fuel-oil accounts (+\$32,000) and additional resources to cover higher-than-expected rate increases in FY 2011 (+\$135,000).

POSTAGE — Funds provide for all official domestic and international mail services. No increases are requested for postage in FY 2013.

RENTAL SPACE (+\$1,000,000) — Funds provide for the long-term rental of office, collections and warehouse storage, and laboratory space. For FY 2013, the Smithsonian is requesting increases of \$845,000 for centrally funded lease requirements and \$155,000 for unit-funded, programmatic lease requirements, as follows:

- **Central Rent (+\$845,000)** — The increase provides additional base rent funds for leased office and storage space, as follows:

Escalation (+\$845,000) — Provides for annual rent increases in accordance with the terms of current lease contracts. Among the contracts, the annual escalation rate for base rent averages 3 percent, and operating and real-estate taxes are each estimated at 4 percent above FY 2012 estimates.

- **Unit Rent (+\$155,000)** — Justified here, but included in the following museums' line items, are unit-funded rent increases needed to support Smithsonian programs. The increases are as follows:

Escalation (+\$49,000) — Provides funding for the annual escalation of contractual lease costs and rent-related services. The requested increase supports leased space occupied by the Cooper-Hewitt, National Design Museum (+\$14,000) and the National Museum of African American History and Culture (+\$35,000).

Center for Folklife and Cultural Heritage (CFCH) (+\$106,000) — In FY 2011, the Smithsonian signed a lease for 10,871 square feet of storage space in Lanham, Maryland to meet CFCH's critical storage needs and to address the National Park Service's request that the Institution reduce the Folklife Festival's preparation time on the National Mall. The requested \$106,000, along with \$34,000 included in the FY 2012 request, will provide \$140,000 to cover the Center's annual rent and rent-related costs to prepare for Festival events in FY 2013.

COMMUNICATIONS (+\$991,000) — The communications base supports the operations of the Institution's voice and data telecommunications infrastructure.

- **License and Maintenance (+\$991,000)** — This budget request supports annual increases in software license fees and hardware maintenance costs, as follows:

Item	\$000s
SharePoint Maintenance and Licenses	81
NetApps Maintenance	15
ArtCIS and SIRIS Maintenance	10
Digital Asset Management System (DAMS) Maintenance	40
3 D Digitization Software Maintenance	30
Dashboard Software Maintenance	25

Internet 1 Leased Lines, 600 Mb to 1 Gig	160
Vidyo Licenses and Maintenance	60
Trumba Calendaring	30
McAfee Anti-virus Maintenance and Licenses	170
Security Software Maintenance Increases	110
Intrusion Detection System (IDS) maintenance, network and appliances	250
2-Factor Authentication maintenance and licenses	10
Total Increase	\$991

Hardware and software throughout the Institution have annually recurring license and maintenance costs. Increased funding is required to support license and maintenance fee increases that will come due in FY 2013. Maintenance fees are an essential part of protecting the Institution's IT investments. In addition to allowing the SI staff to request technical assistance from vendors, these fees also ensure that the Smithsonian's software and hardware (via firmware upgrades) remain efficient and safely operable in the face of emerging cyberspace threats. As the user base for Smithsonian systems increases, so must the number of licenses increase. The purchase of additional licenses allows the Institution to scale systems to meet the growing demand of the Smithsonian user community, and account for the greater numbers of employees who need protected network connections to telework. In a broader sense, maintaining these licenses is essential for the Institution to continue implementing the digitization strategic plan and thereby advance the goal of Broadening Access to the Smithsonian's National collections.

OTHER SUPPORT (+\$222,000) — An additional \$222,000 is requested to offset the effects of inflation in other fixed costs. Justified here, but included in the Administration line item, is an increase to cover contractually required inflation costs for the annual audit of the Smithsonian's financial statements and personal property inventory (+\$72,000).

Also justified here, but included in the Smithsonian Institution Libraries' line item, is additional funding to adequately address inflationary increases in library subscriptions (+\$150,000). This increase will enable the Smithsonian Institution Libraries to cover the extraordinary inflation costs in purchasing journals and electronic databases which are critical to support the Institution's many research programs.

SUMMARY OF S&E PROGRAM INCREASES

Program/Unit Changes	\$000s	
	FY 2012 Baseline	FY 2013 Increase
Excellent Research (Grand Challenges)	86,481	0
Broadening Access	78,603	1,830
• Digitization	8,983	1,500
• Exhibit Maintenance	16,391	330
Revitalizing Education	17,700	0
Strengthening Collections	57,720	2,300
• Collections Care Initiatives	5,460	1,400
• Animal Welfare	6,372	900
Mission Enabling	395,008	3,253
• Facilities Maintenance	70,690	650
• Facilities Operations and Support	117,925	1,470
• Internal Controls	25,602	522
• Employee Training	3,500	450
• Diversity	1,331	161
National Museum of African American History and Culture (S&E)	[13,415]	13,000
Total S&E	\$635,512	\$20,383

Note: Above program category baselines support the FY 2013 increase items. For a complete list of program categories, see page 29. The NMAAHC baseline number (\$13,415K) is a non-add to the total S&E number (\$635,512K). The NMAAHC baseline number is included in each of the above major program categories.

EXCELLENT RESEARCH (GRAND CHALLENGES)

The Smithsonian's Strategic Plan for 2010–2015 articulates four Grand Challenges that provide an overarching strategic framework for Smithsonian programs and operations. The four Grand Challenges are:

- *Unlocking the Mysteries of the Universe*
- *Understanding and Sustaining a Biodiverse Planet*
- *Valuing World Cultures*
- *Understanding the American Experience*

Meeting these Grand Challenges will allow the Smithsonian to integrate the work of many disciplines within its museums and research centers, as well as broaden the Institution's external collaborations. The challenges are grounded in research and emphasize complementary education and outreach programs. Together, they will influence how the Smithsonian directs its resources and focuses its energies.

The Institution has established consortia in each Grand Challenge area to fuse and optimize efforts across the Institution and coordinate work with our research partners to ensure that our combined efforts have the maximum effect. The consortia will also aid the Institution in attracting new funds for these efforts. However, all research will continue to be conducted by our existing museums and research centers. Although no specific Grand Challenge increases are requested for FY 2013, the Institution will continue advancing the Strategic Plan with the increases appropriated in FYs 2011 and 2012.

BROADENING ACCESS

Digitization (+\$1,500,000, +2 FTEs)

One of the key components of the Institution's Strategic Plan is to broaden access to the Smithsonian's collections, exhibitions, and outreach programs. The Institution will accomplish this goal by using new media and social networking tools to deliver information in customized ways that bring the Smithsonian's immense resources to audiences who cannot visit the museums and research centers in person. Digitizing the collections and making them accessible online are major Strategic Plan priorities. The increases highlighted below will assist in achieving this Smithsonian priority. Details on each of the increases are located in the Office of the Chief Information Officer section.

Items	\$(000)	FTEs
Digitization Program Office	500	0
Storage and Backup	250	0
Digitization Asset Management	155	1
Research and Scientific Data Support	140	1
SharePoint Project Support	200	0
Web Services Support	100	0
Enterprise Digital Asset Network Support	155	0
Total	\$1,500	2

Exhibit Maintenance (+\$330,000)

Smithsonian museums have a long tradition of raising private funds to design and install new exhibitions. For generations, these exhibitions have been the reason why millions of visitors have come to the National Mall. However, the very success of these exhibitions brings commensurate costs. The mere presence of record numbers of visitors results in increased wear and tear on the displays within the halls, and increases the cost to maintain them. In addition, the increasingly interactive nature of today's exhibits increases maintenance needs. The requested budget increase will ensure that the museums' exhibitions are clean and in good repair, and that the media components are fully operational and up to date. Specifically, funding would be provided to the National Museum of American History (+\$100,000), the National Museum of Natural History (+\$130,000), and the National Air and Space Museum (+\$100,000). Details about these funding requests are included in each museum's narrative.

STRENGTHENING COLLECTIONS

Collections Care Initiatives (+\$1,400,000)

Collections stewardship is a key component and core priority of the Smithsonian's Strategic Plan. Obtained over 166 years, Smithsonian collections are fundamental to carrying out the Institution's mission and Grand Challenges. As such, the collections serve as the intellectual basis for scholarship, discovery, exhibition, and education. As recognized by the America COMPETES Act reauthorization, the proper management, documentation, preservation, and accessibility of collections are critical to the nation's research and education infrastructure, enabling researchers to address significant challenges facing society in the form of effects of global change, the spread of invasive species, and the loss of biological diversity and its impact on the global ecosystem. The Institution must substantially improve collections care to ensure that Smithsonian collections remain available for current and future use. The volume, characteristics, complexity, and age of Smithsonian collections, as well as the variety of discipline-specific standards that apply to their care, make their management as unprecedented, challenging, and complex as the collections themselves.

This request directly supports the Smithsonian's Strategic Plan to continually improve the quality of collections preservation, storage space, management, information content, and physical and electronic access, while leveraging resources to support Institution-wide initiatives that strategically address Smithsonian collections care. Collections care funding also directly supports the Smithsonian's overarching goal of improving the preservation of and accessibility to the collections which are vital to current and future scholarly research, education, and the nation's scientific endeavors.

The increase requested provides resources to implement an Institution-wide collections assessment program, address Smithsonian Inspector General (IG) collections-related audit recommendations, and improve the preservation, storage, and accessibility of collections currently at risk of loss or damage. Details are provided in the Institution-wide Programs section.

Items	\$000
Address IG-Identified Deficiencies	500
Preservation and Accessibility	500
Storage Equipment	400
Total	\$1,400

Animal Welfare (+\$900,000)

This budget request provides resources to support the welfare of the Smithsonian's living collection. Excellence in animal care is paramount for maintaining the Zoo's accreditation by the Association of Zoos and Aquariums (AZA), as well as for maintaining compliance with the Animal Welfare Act. The requested increase of \$900,000 supports animal nutrition (+\$200,000); increasing health care costs (+\$200,000); and necessary

supplies, as well as costs incurred from operations, staff training, and transportation costs (+\$500,000). Details are provided in the National Zoological Park section.

MISSION ENABLING

Facilities Maintenance (+\$650,000, +1 FTE)

For FY 2013, the Smithsonian requests an increase of 1 FTE and \$650,000 to enable its maintenance program staff to continue stabilizing and standardizing the overall condition of its facilities. This funding is critical to provide the maintenance required to keep facility systems performing in accordance with their mandated design criteria. The increase will support collection storage maintenance by providing dedicated collection storage areas for the Institution's national collections. The increase will also improve the Institution's electronic security maintenance to detect and replace failing or old equipment and will enable the staff to react to emergencies in a timely manner. The following chart summarizes the maintenance requirements and the increase is included in the Facilities Maintenance section.

Category	Amount (000s)	FTEs
Collection Storage Maintenance	250	0
Electronic Security Maintenance	400	1
Total	\$650	1

Facilities Operations and Support (+\$1,470,000, +1 FTE)

For FY 2013, the Smithsonian requests an increase of 1 FTE and \$1,470,000 to address high-priority operating, safety, and security requirements. The increase supports critical maintenance requirements for the Institution's vehicle and boat program that is vital to conduct important scientific research. The increase also supports mandated background investigations, required safety support services, and the establishment of a branch to oversee critical projects. The following chart summarizes the operations requirements and the increase is included in the Facilities Operations and Support section.

Category	Amount (000s)	FTEs
Fleet Management Program	750	1
Mandated Background Investigations	440	0
Safety Program	180	0
Requirements Branch	100	
Total	\$1,470	1

Internal Controls (+\$522,000, +3 FTEs)

The Smithsonian is improving its governance and financial internal controls, and the Institution is gaining congressional support in areas which were specifically noted by the Independent Review Committee (IRC). The additional positions (2 FTEs, \$272,000) for the Office of the Comptroller will support the continued elimination of internal control deficiencies identified by the IRC, as reflected in the Board of Regents' governance reform

recommendations, and validated by a consultant-supported assessment that highlighted these critical weaknesses. The requested funds will provide critical resources to improve external financial reporting. Specifically, these positions will develop financial management policy/procedure documentation, design and conduct financial management training, and plan and conduct policy compliance monitoring and internal control validation and testing. Details of increase are included in the Administration section.

The Institution is also requesting \$250,000 and 1 FTE to convert the Inspector General (IG) position to a federally funded job. The Board of Regents determined that the duties and responsibilities of the IG are primarily federal in nature and the position should therefore be funded with federal resources and be consistent with federal agencies. This requested increase is included in the Office of the Inspector General section.

Training (+\$450,000)

This funding supports a comprehensive, centrally funded, mandated training program which includes initial and follow-up supervisor training with the myriad rules, regulations, and policies involved in employee supervision. By having a centralized training fund, the Institution will ensure compliance with federal regulations, increase employee engagement, and mitigate costs resulting from untrained supervisors and leaders. The details of this increase to the Office of Human Resources are included in the Administration section.

Diversity (+\$161,000, +1 FTE)

Diversity is one of the expressed values in the Smithsonian Strategic Plan. In support of that value, supplier diversity is an organizational goal included in every manager and procurement official's performance plan, as well as a matter of Institution policy. The Office of Equal Employment and Minority Affairs' (OEEMA) Supplier Diversity Program advocates for the use of small disadvantaged businesses in the Smithsonian's procurement and contracting operations. This program was established to demonstrate support for and commitment to the Smithsonian's use of small, disadvantaged, women- and veteran-owned businesses in Smithsonian operations.

Current staffing for the Supplier Diversity Program consists of one employee who serves as the lone program manager and staff. This increase (+\$161,000 and 1 FTE) will support the Supplier Diversity Program more effectively and efficiently with a permanent position and programming funds. This additional funding would support Smithsonian units in the development of unit annual procurement plans, small business participation goals, and timely preparation of the Smithsonian Forecast of Procurement Opportunities. The requested funds would also assist in developing and implementing small business and minority-owned small business outreach plans and initiatives in order to brand the Smithsonian to the small and minority-owned business communities. Details of increase are included in the Administration section.

National Museum of African American History and Culture (+\$13,000,000, +30 FTEs)

The National Museum of African American History and Culture (NMAAHC) has strategically planned for needed Federal support by addressing all its requirements — construction, staffing, and operation — until the Museum's opening as the Smithsonian Institution's newest museum on the Mall. As the Museum moves ahead with plans and operations geared toward opening in three years, it is crucial that the required resources are fully provided to support the professional and technical expertise needed for all aspects of this project. It is equally important to leverage the contributions of potential donors (e.g., collections, in-kind services, and funding), which include NMAAHC's ability to cultivate relationships while securing a firm financial base of private funding. This will continue the momentum essential to the private-sector fundraising campaign.

Up to this point, NMAAHC has been cognizant of the constrained economic environment of the last several years and has been conservative in its budgetary requests. However, given that the Museum is three years away from opening its physical building to an eagerly waiting public, it is crucial that the Museum begin ramping up its programmatic and staffing requests to meet scheduling deadlines. Therefore, NMAAHC requests an increase of \$13,000,000 and 30 FTEs in FY 2013. Details of the increases are in NMAAHC's narrative section.

NO-YEAR FUNDING — The following table provides the FY 2012 and FY 2013 Salaries and Expenses request for No-Year Funding.

No-Year Funding Request
(Dollars in Thousands)

Salaries and Expenses	FY 2012 Level	FY 2013 Request
No-Year Funds		
National Museum of African American History and Culture	13,415	26,496
National Museum of Natural History		
Exhibition Reinstallation	1,000	1,000
Repatriation Program	1,415	1,424
Major Scientific Instrumentation	3,816	3,822
Collections Acquisition	459	459
Total, No-Year	\$20,105	\$33,201

OBJECT CLASS — The following table provides an object class breakout of resources for the Salaries and Expenses account.

Object Class Request
(Dollars in Millions)

Salaries and Expenses	FY 2012 Level	FY 2013 Request
Salaries and Benefits	409	417
Travel and Transportation	5	5
Rent, Utilities, Communications, and Other	82	83
Other Services	104	118
Supplies and Materials	17	18
Equipment	19	19
Total	\$636	\$660

FEDERAL RESOURCE SUMMARY BY PERFORMANCE OBJECTIVE AND PROGRAM CATEGORY

The Smithsonian has developed its FY 2013 budget request by reviewing all resources, both base amounts and identified increases or decreases, in relation to the Institution's performance plan and Strategic Plan. In the sections that follow, detailed justifications are provided for all funding and FTEs by the Institution's strategic goals and by performance objectives under each goal.

The Institution's program performance goals and objectives were aligned with the program categories used in the federal budget and the Institution's financial accounting system. This enables the Institution to more clearly demonstrate the relationship between dollars budgeted and results achieved.

The following table summarizes the Institution's FY 2012 and FY 2013 **Salaries and Expenses** estimates and the proposed changes by strategic goal, performance objective, and program category.

Federal Resources by Performance Objective and Program Category

Salaries and Expenses (\$ in thousands)

Performance Objective/Program Category	FY 2012		FY 2013		Change	
	FTEs	\$000	FTEs	\$000	FTEs	\$000
Excellent Research						
Research						
Engage in research and discovery	432	69,718	434	70,356	2	638
Ensure the advancement of knowledge in the humanities	115	16,763	113	17,445	-2	682
Broadening Access						
Digitization and Web Support						
Provide improved digitization and Web support	63	8,983	67	10,889	4	1,906
Public Programs						
Provide reference services and information	143	16,332	143	16,438	0	106
Exhibitions						
Offer compelling, first-class exhibitions	420	53,288	421	55,008	1	1,720
Revitalizing Education						
Education						
Engage and inspire diverse audiences	154	17,700	160	18,816	6	1,116
Strengthening Collections						
Collections						
Improve the stewardship of the national collections	436	57,720	452	62,965	16	5,245
Mission Enabling						
Facilities						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	676	131,069	677	136,975	1	5,906
Implement an aggressive and professional maintenance program	358	70,690	359	71,618	1	928
Execute an aggressive, long-range revitalization program and limited construction of new facilities	1	791	1	791	0	0
Security and Safety						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	736	63,447	736	64,182	0	735
Provide a safe and healthy environment	47	7,208	47	7,425	0	217
Information Technology						
Modernize the Institution's information technology systems and infrastructure	144	54,313	144	55,491	0	1,178
Management Operations						
Strengthen an institutional culture that is customer centered and results oriented	176	22,995	177	23,684	1	689
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	101	16,629	102	17,077	1	448
Modernize the Institution's financial management and accounting operations	90	14,513	92	15,024	2	511
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	38	4,353	38	4,403	0	50
Modernize and streamline the Institution's acquisitions management operations	56	7,226	59	7,496	3	270
Ensuring Financial Strength						
Secure the financial resources needed to carry out Institution's mission	9	1,774	11	4,250	2	2,476
TOTAL	4,195	635,512	4,233	660,333	38	24,821

GRAND CHALLENGES AND INTERDISCIPLINARY RESEARCH

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2011 ESTIMATE	0	1,300	0	0	0	851	0	0
FY 2012 ESTIMATE	10	3,246	0	0	0	147	0	0
FY 2013 ESTIMATE	10	3,254	0	0	0	147	0	0

STRATEGIC GOAL: EXCELLENT RESEARCH

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Excellent Research						
<i>Research</i>						
Engage in research and discovery	4	2,147	4	2,153	0	6
Ensure the advancement of knowledge in the humanities	6	1,099	6	1,101	0	2
Total	10	3,246	10	3,254	0	8

BACKGROUND AND CONTEXT

The Smithsonian's Strategic Plan for 2010–2015 articulates four Grand Challenges that provide an overarching strategic framework for Smithsonian programs and operations. Meeting these challenges will enable the Institution to integrate the work of many disciplines within the Smithsonian museums and research centers, as well as broaden our external collaborations. The challenges are grounded in research and emphasize complementary education and outreach programs; together, they influence how the Smithsonian directs its resources and focuses its energies. The Smithsonian has developed and implemented a Grand Challenges Awards initiative to advance cross-disciplinary, integrated scholarly efforts across the Institution that relate to one or more of the four Grand Challenges. Using a competitive internal process, the Smithsonian is distributing externally raised grant funds designated for the purpose of advancing research, broadening access, revitalizing education, and encouraging new ways of thinking that involve emerging technology. The grant funding may also help to leverage additional funding, both internal and external, thereby amplifying the scope and breadth of cross-cutting research initiatives. The Smithsonian uses the Grand Challenges to present the high-level view in the budget; funds are

distributed through interdisciplinary consortia, but most of the actual expenditures are made by existing Smithsonian units.

The Smithsonian created interdisciplinary consortia around each of the four Grand Challenges to leverage the scholarship and experience that reside in each field of knowledge. These consortia, which can be virtual as well as physical, spark innovative research and educational programs, as well as broker partnerships with private and public entities that support these goals. In addition, the Smithsonian will fortify existing external relationships and forge new ones as potential collaborators emerge in priority areas. These consortia are not new programmatic units, but work through existing museums and research centers to facilitate innovative scholarship and outreach.

The four Grand Challenges are:

- *Unlocking the Mysteries of the Universe*
- *Understanding and Sustaining a Biodiverse Planet*
- *Valuing World Cultures*
- *Understanding the American Experience*

There are no programmatic increases requested in FY 2013. The Institution will continue to advance the prior-year research funding in the four Grand Challenges. For FY 2013, the budget estimate includes an increase of \$8,000 for necessary pay for existing staff funded under this line item. Below is a summary of the FY 2013 Consortia.

<u>Consortium</u>	<u>FTEs</u>	<u>\$000s</u>
Universe	1	300
Biodiversity	3	1,853
World Culture	2	300
American Experience	4	801
Total	10	\$3,254

Introduction, *Unlocking the Mysteries of the Universe*

The Smithsonian will continue to lead in the quest to understand the fundamental nature of the cosmos, using next-generation technologies to explore our own solar system, meteorites, the Earth's geological past and present, and the paleontological record of our planet.

RESEARCH Goal: The Smithsonian will continue to advance knowledge at the forefront of understanding the universe and the solid Earth.

ACCESS Goal: Inspire people to probe the mysteries of the universe and planetary systems.

UNITS primarily associated with this Grand Challenge:

- **National Air and Space Museum**
- **Smithsonian Astrophysical Observatory**
- **Major Scientific Instrumentation**

NATIONAL AIR AND SPACE MUSEUM

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2011 ESTIMATE	160	18,359	41	4,521	22	3,838	5	986
FY 2012 ESTIMATE	161	18,217	38	5,604	24	5,204	6	1,041
FY 2013 ESTIMATE	161	18,417	38	5,604	24	5,204	6	1,041

STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; REVITALIZING EDUCATION; STRENGTHENING COLLECTIONS; AND MISSION ENABLING

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Excellent Research						
<i>Research</i>						
Engage in research and discovery	3	1,124	3	1,124	0	0
Ensure the advancement of knowledge in the humanities	25	3,107	25	3,042	0	-65
Broadening Access						
<i>Public Programs</i>						
Provide reference services and information	6	880	6	880	0	0
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	40	5,478	40	5,578	0	100
Revitalizing Education						
<i>Education</i>						
Engage and inspire diverse audiences	12	1,292	12	1,292	0	0
Strengthening Collections						
<i>Collections</i>						
Improve the stewardship of the national collections	47	2,852	47	2,946	0	94
Mission Enabling						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	9	1,043	9	1,043	0	0
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	19	2,441	19	2,512	0	71
Total	161	18,217	161	18,417	0	200

BACKGROUND AND CONTEXT

The mission of the National Air and Space Museum (NASM) is to commemorate the development of aviation and space flight, and educate and inspire the nation by:

- preserving and displaying aeronautical and space flight equipment and data of historical interest and significance to the progress of aviation and space flight;
- developing educational materials and conducting programs to increase the public's understanding of, and involvement in, the development of aviation and space flight; and
- conducting and disseminating new research in the study of aviation and space flight and their related technologies.

NASM is administered as one Museum with multiple locations: the National Mall building; the Udvar-Hazy Center; and the Garber Facility. NASM provides access to the nation's aviation and space flight history to an average of 7–9 million on-site visitors from around the world per year, making it one of the most visited museums in the world. In addition, NASM draws tens of millions of virtual visitors to its website and broadcast and webcast educational programming.

In FY 2013, NASM will collect and preserve the nation's aviation and space heritage, perform the necessary research for exhibits and the increase of knowledge about the solar system, and enhance educational programs, using a mixture of in-house and its many volunteer resources to convey excitement and information to diverse audiences.

For FY 2013, the budget estimate includes \$100,000 for necessary pay and other related salary costs for existing staff funded under this line item, and a program increase of \$100,000 for exhibit maintenance.

MEANS AND STRATEGY

Public Engagement — NASM continues to reach diverse audiences through exhibitions, Museum programming, and electronic outreach. The exhibitions incorporate written labels, interactive devices, and programming elements that appeal to a wide range of ages and interests. Based on the success of the newly renovated *Pioneers of Flight* exhibition, future plans for all galleries will include components that are physically and intellectually accessible to the Museum's youngest visitors, ages 3–8. To illustrate complex concepts, exhibitions will continue to build on past success by using mechanical and computer interactive devices, which are appealing to most visitors but especially to school-age children and their families.

To further enhance visitors' experiences, NASM staff and volunteers will continue to provide a variety of Museum programs, from daily activities, such as the docent-led tours and science demonstrations that reach hundreds of thousands of visitors annually, to big family day events that can reach 10,000 to 50,000 visitors in a single day, such as the *Become a Pilot* Family Day. NASM programs will continue to

encourage visitors, especially school groups, to use the Museum's collections and experts to support life-long learning. NASM will seek to replicate the National Mall building's Early Childhood Education Program and the student Explainers Program at the Udvar-Hazy Center by FY 2013. The astronomy programs, which include the Public Observatory and educational programming in the planetarium, will remain an important component of STEM (science, technology, engineering, and mathematics) education during FY 2013.

Electronic outreach continues to provide significant opportunities to engage new virtual audiences around the world, including those who may never be able to visit the Museum in person. In this arena, NASM has successfully used a variety of social media. FY 2012 and the future should see a growth in social media as well as an increase in mobile technology use. NASM continues to work with partners to produce and provide educational broadcast programming to educators and students across the nation, and to archive the programs for future use. Production and dissemination of video will increase as it becomes easier and less expensive to create and access.

FY 2011 — In November 2010, the *Barron Hilton Pioneers of Flight* gallery opened to the public. A traveling version of the Black Wings unit in *Pioneers of Flight* was produced by Smithsonian Institution Traveling Exhibition Service (SITES) and reserved by several venues. A month later, *Pioneers of Human Spaceflight*, a temporary exhibit created by George Washington University graduate students for a course in exhibition design, was installed in the Museum's west end gallery. In March 2011, another installation, *50 Years of Human Spaceflight*, opened in NASM's Space Hall. In May 2011, *NASA Art: 50 Years of Exploration* opened in NASM's *Flight and the Arts* gallery, attracting a great deal of positive media attention and bringing new audiences to the Museum. Work continued on two additional major installations, Stage 2 of *Moving Beyond Earth* and the *Time and Navigation* exhibition.

FY 2012 — Exhibition installations continued with the November 2011 opening of *AirCraft: the Jet as Art* in gallery 104, featuring 33 super-sized photographs by pilot/photographer Jeffrey Milstein. *Fly Marines! The Centennial of Marine Corps Aviation 1912–2012* opened in the *Flight and the Arts* gallery in January 2012. Both are one-year exhibitions. The *Moving Beyond Earth* gallery will be completed in FY 2012, engaging audiences with its many hands-on and computer interactive activities and providing the Museum with educational broadcast capabilities from the gallery itself. In addition, NASM has started construction on the *Time and Navigation* exhibition, and begun concept planning for a complete redesign of the *Apollo to the Moon* gallery. Two temporary exhibits by George Washington University graduate students have opened, and the new interactive website for *How Things Fly*, the Museum's very popular hands-on exhibition, launched in January 2012.

In April 2012, space shuttle *Discovery* will make its final voyage to its new home at the Museum's Udvar-Hazy Center. The Smithsonian celebration will include a salute to *Discovery* and *Enterprise*, the shuttle on display since 2004, which will now move to the Intrepid Sea/Air/Space Museum in New York City. *Discovery* is the most historic spacecraft of the remaining shuttles, with a history of more than 30 years.

In FY 2013, NASM will continue to inspire and educate audiences at the National Mall Building and the Udvar-Hazy Center through new and updated exhibitions. *Time and Navigation* will open to the public. In June 2012, *Suited for Space*, a SITES exhibition based on x-ray photographs of NASM's space suit collection, will open in the *Flight and the Arts* gallery, and *Airport Towers*, images by NASM photographer Carolyn Russo, will open in gallery 104. Planning and design will begin for *Exploration Images*, scheduled to open in February 2014. Work on *Apollo to the Moon* will continue with concept planning, gallery layout and design, and the writing of the exhibit script, with a planned opening date of 2016. NASM will also explore new ways to enhance and expand the observatory's programming possibilities. The Museum will continue to expand its integrated website and on-site visitor information capabilities. These features enable visitors to plan their visit on the Web, and to customize their Museum experience — from pre-visit planning, to on-site Museum tours, to post-visit learning.

Aircraft and spacecraft will continue to be moved into the Udvar-Hazy Center as a part of the year-long effort of restoration and relocation, and an interactive exhibition will be developed to interpret the new Mary Baker Engen Restoration Hangar.

Collections — In early FY 2011, construction was completed on the Museum's Steven F. Udvar-Hazy Center. The complex now includes the Museum's new conservation and restoration hangar and collections storage areas. The traditionally high level of craftsmanship shown in the NASM restoration program now will be matched by first-class facilities that can handle the various types of objects and materials that the Museum manages. Preparations continue for the move of the collections and restoration/conservation activities from the Paul E. Garber facility in Suitland, Maryland, to the Udvar-Hazy Center in Northern Virginia, and will continue in FY 2013 and beyond. NASM will continue its loan program, which encompasses more than 1,300 aviation and space artifacts, including some of the most sought-after artifacts of the last century: spacesuits and lunar spacecraft.

NASM will make information on its collections available to the public by continuing to migrate collections information to a publicly accessible website. The curatorial databases contain extensive information on the history and provenance of each artifact, and the best way to offer more of this in-depth information to the public is through electronic means. NASM's electronic resources allow more people access to the Museum's archival collections, with a resulting increase in archival information requests by the public. To move this electronic outreach activity forward efficiently and effectively, in FY 2011 NASM completed its digitization strategic plan, in alignment with the overall Smithsonian digitization plan released in 2010.

Scientific Research — To achieve the strategic goal of Excellent Research, NASM's Center for Earth and Planetary Studies conducts basic research related to planetary exploration, with an emphasis on Mars and the moon, and curates galleries and public offerings in the space sciences. NASM scientists continue to work as members of the science teams for the Mars Exploration Rover, Mars Express, Mars Reconnaissance Orbiter, Lunar Reconnaissance Orbiter, Mars Science Laboratory, and MESSENGER missions. NASM scientists work with the data from these and other missions to solar system bodies, and seek to convey this exciting information to the

public. Basic research continues to concentrate on the National Research Council and the National Aeronautics and Space Administration (NASA) priorities to determine the origin of solar system bodies and habitable planets, with an emphasis on understanding the past climate of Mars and publishing the results of this research in the scientific literature.

Historical Research — NASM will continue to lead in the field of flight history by publishing books and papers, and by making presentations at professional conferences on the history of aerospace technology, aviation, aerodynamics, space flight, and space sciences. Based on their research and expertise, the curatorial staff will continue to evaluate potential acquisitions for the national collections and respond to numerous public inquiries. NASM will also continue to upgrade exhibits dealing with aviation and space flight, thereby ensuring that current materials are available to the public.

Management — To achieve the Mission Enabling strategic goal, NASM has developed a single infrastructure to support the National Mall building, the Udvar-Hazy Center, and the Garber facility. NASM relies on contracted facilities management and parking for the Udvar-Hazy Center. NASM has found its contractor solutions in these two areas to be a workable alternative for operating at a remote site where central Smithsonian support services are unavailable.

FY 2013 REQUEST — EXPLANATION OF CHANGE

For FY 2013, the budget estimate includes an increase of \$200,000. This increase includes \$100,000 for necessary pay and related salary costs for existing staff and \$100,000 for exhibition maintenance. Details on the exhibit maintenance increase follows:

- The \$100,000 for exhibit maintenance will ensure that the Museum's exhibitions are clean and in good repair, and that the media components are fully operational and up to date. The Museum has a long tradition of raising private funds to design and install new exhibitions. For more than a generation, these exhibitions have been the reason why millions of visitors come to the Museum. However, the very success of these exhibitions brings commensurate costs. The mere presence of record numbers of visitors results in increased wear and tear to displays within the halls, and increases the cost to maintain them. In addition, the increasingly interactive nature of today's exhibits increases maintenance needs. Specifically, the Museum will replace worn and dirty carpet and improve exhibit lighting by replacing outdated lighting track and fixtures with LED fixtures. The LED fixtures last longer and use less power, resulting in significant energy savings and reduced manpower costs.

NONAPPROPRIATED RESOURCES — General trust funds support research, education, exhibitions, and fund raising, including salaries and benefits. Donor/sponsor-designated funds support costs related to specific programs and projects. Fund raising is under way for future galleries and the endowment of public programs. Government grants and contracts support research and other scientific activities.

SMITHSONIAN ASTROPHYSICAL OBSERVATORY

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2011 ESTIMATE	108	24,336	91	18,711	12	3,787	228	76,434
FY 2012 ESTIMATE	106	23,997	101	22,625	17	3,513	229	70,702
FY 2013 ESTIMATE	106	24,101	101	22,625	17	3,513	229	70,702

STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; AND MISSION ENABLING

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Excellent Research						
<i>Research</i>						
Engage in research and discovery	97	22,045	97	22,142	0	97
Broadening Access						
<i>Public Programs</i>						
Provide reference services and information	4	550	4	552	0	2
Mission Enabling						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	0	502	0	502	0	0
<i>Management Operations</i>						
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	5	900	5	905	0	5
Total	106	23,997	106	24,101	0	104

BACKGROUND AND CONTEXT

The mission of the Smithsonian Astrophysical Observatory (SAO) is to advance the public's knowledge and understanding of the universe through research and education in astronomy and astrophysics. The secondary mission is to be of service to the national and international astronomical communities, and to society in general, in areas associated with our primary mission. The Observatory has a strong record of achievement in developing and successfully implementing large, complex, and innovative observational and theoretical research projects. SAO also supports the investigative research carried out by individual researchers and small groups. These varied activities create the distinctively fertile research environment that drives SAO's success.

SAO's work directly supports the first of the Grand Challenges outlined in the Smithsonian's Strategic Plan: Unlocking the Mysteries of the Universe. The goal calls for the Smithsonian to "advance knowledge at the forefront of understanding the universe and solid Earth."

Founded in 1890, SAO is the largest and most diverse astrophysical research institution in the world. SAO has helped develop some of the world's most sophisticated astronomical instruments, with high resolution at wavelengths across the electromagnetic spectrum, to probe the universe. Alone, and in powerful partnerships with the National Science Foundation (NSF), the National Aeronautics and Space Administration (NASA), and the Department of Energy, it has pioneered the development of orbiting observatories and large, ground-based telescopes; the application of computers to study astrophysical problems; and the integration of laboratory measurements and theoretical astrophysics. Observational data are gathered at SAO's premier facilities: the Submillimeter Array (SMA) in Hawaii; the 6.5-meter diameter Multiple Mirror Telescope (MMT), the Very Energetic Radiation Imaging Telescope Array System (VERITAS), and related telescopes at the Fred Lawrence Whipple Observatory in Arizona; a broad range of powerful instruments aboard rockets, balloons, and spacecraft (most notably the Chandra X-ray Observatory, the Spitzer Space Telescope, the Hinode telescope, and the Solar Dynamics Observatory); and locations as diverse as the high plateaus of northern Chile and the Amundsen South Pole Station. Headquartered in Cambridge, Massachusetts, SAO collaborates with the Harvard College Observatory to form the Harvard-Smithsonian Center for Astrophysics.

During the past 50 years, SAO astronomers and their colleagues have made revolutionary discoveries that have changed our fundamental understanding of the universe and our place in it. We have discovered and examined planets in orbits around other stars, watched as new stars are born, and discovered bizarre remnants of dead stars that emit vast quantities of x-rays. We have determined that the universe is 13.7 billion years old, and that it is populated with billions of galaxies, many of which have supermassive black holes at their centers. In addition, we have found convincing evidence that most of the matter in the universe is an unexpected mixture of some unseen "dark matter," with normal matter making up less than four percent of the total; and that the expansion of the universe is apparently accelerating, driven by a mysterious and invisible "dark energy." At the same time, SAO astronomers work systematically on the vital basic research that seeks to explain the sun and its x-ray-emitting corona, the nature of the solar system, the abundant elements in our Milky Way Galaxy, the gas and dust between the stars, the formation and evolution of galaxies, and other important questions about the nature of the universe. Today, SAO is taking a lead role in the science of "precision astronomy," using past discoveries and advanced technologies to produce a coherent story of the cosmos from the Big Bang to life here on Earth.

SAO's research is unique and world renowned because of the strength and diversity of its observers, theorists, instrument developers, engineers, and laboratory experimentalists, and because SAO emphasizes multiple strategies that draw from the

strengths of both small projects and large research centers. Indeed, SAO's extraordinary research success is partly the result of the rich cross-fertilization that its outstanding scholars bring to each other in a climate that nurtures collaborative excellence.

SAO's discoveries, and its research leadership, have placed SAO at the forefront of the cutting-edge facilities for the new generation of astronomers and astrophysicists. SAO's pre-eminence is underscored by the recognition that its scientists receive from leading scientific organizations. For instance, Dr. Margaret Geller has received the American Astronomical Society's highest honor, the Henry Norris Russell Lectureship. She is also the recipient of the National Academy's James Craig Watson Medal for distinguished contributions to astronomy. Dr. Geller has been elected to the National Academy of Science, the American Academy of Arts and Sciences, and the American Philosophical Society. Dr. Gaspar Bakos won the 2011 Newton Lacy Pierce Prize of the American Astronomical Society, and Dr. Christine Jones was elected an Honorary Fellow of the Royal Astronomical Society. These are a subset of the many awards received by SAO staff in FY 2011 and FY 2012. Together with its partner, the Harvard College Observatory, SAO is the top choice of graduate- and postdoctoral-level young scientists. Federal support makes this continued leadership possible.

For FY 2013, the budget estimate includes an increase of \$104,000 for necessary pay and other related salary costs for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Excellent Research, SAO scientists will make optimal use of various astronomical facilities to support their research, including the ground-based optical and radio telescopes owned and operated by SAO in Arizona and Hawaii, and space-based telescopes, most notably the Chandra X-ray Observatory, which is operated by SAO on behalf of NASA, and NASA's Solar Dynamics Observatory. SAO scientists also have research privileges at the two 6.5-meter Magellan telescopes in northern Chile (because of SAO's partnership with the Harvard College Observatory). In addition, SAO scientists and engineers are leading the science operations team and carrying out a vital scientific research program in very high-energy astrophysics at the VERITAS telescope in southern Arizona. These facilities enable SAO scientists to make substantial progress in answering fundamental questions about the origin and nature of the universe, including dark energy and dark matter, as well as questions about the formation and evolution of Earth and similar planets. In addition, SAO scientists will continue their work on future space missions, collaborating with NASA and its research center on missions to study the sun, the x-ray universe, and the outer solar system.

In FY 2011, the National Science Foundation awarded the title to the ALMA Vertex prototype Antenna (a state-of-the-art radio telescope with a 12-meter diameter dish) to SAO. SAO is working with its partners, the Academia Sinica, Institute of

Astronomy and Astrophysics, and the NSF's Division of Polar Programs, to develop a plan to deploy this instrument to Summit Station in Greenland. This northern location has unique advantages for examination of the supermassive black hole in the nearby galaxy M87. In FY 2012, SAO will complete the deployment plan, and in FY 2013 will deploy this powerful antenna at Summit Station, using resources largely provided by SAO's partners.

SAO scientists will continue to take a leadership role in astrophysics by participating in or hosting national and international conferences (e.g., the American Astronomical Society, the International Astronomical Union, and the Astronomical Data Analysis Software and Systems conference series), by participating as keynote and/or invited speakers at such meetings, and by serving on a diverse range of astronomical and astrophysical review panels. SAO scientists will also continue to publish in leading peer-reviewed journals such as the *Astrophysical Journal*, the *Astronomical Journal*, and *Astronomy & Astrophysics*. SAO developed and operates the Astrophysics Data System, which is a world leader in the dissemination of scientific literature.

SAO will achieve the goal of Broadening Access by producing and delivering educational services and products rooted in SAO research to meet the educational needs of SAO's audiences. This sustained outreach effort will give SAO increased publicity and recognition.

The goal of Mission Enabling will be achieved by making SAO's information technology (IT) infrastructure robust, reliable, and secure; maintaining a cooperative environment through communication and activities that underscore SAO's special mission and each staff member's contribution to its success; evaluating management officials and supervisors on their compliance with applicable equal opportunity laws, rules, and regulations, and on the effectiveness of their efforts to achieve a diverse workforce; and facilitating the use of small, minority, women-owned, and other underused businesses in SAO's procurement and business relationships. These management tools will continue to support and enhance SAO's scientific and educational missions.

NONAPPROPRIATED RESOURCES — General trust funds come primarily from overhead charged on grants and contracts. SAO uses these funds to support administrative functions approved in the Indirect Cost Budget submitted to the Defense Contract Audit Agency and the Office of Naval Research, as required by Office of Management and Budget Circular A-122, *Cost Principles for Nonprofit Organizations*. Donor/sponsor-designated funds come primarily from restricted gifts from individuals, foundations, and corporations, which are earmarked for particular purposes; restricted endowment funds; and non-governmental grants and contracts. Government grants and contracts come from Government agencies for research in areas of SAO's expertise. SAO often conducts this research in cooperation with governmental, academic, and research institutions in the United States and abroad.

MAJOR SCIENTIFIC INSTRUMENTATION

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2011 ESTIMATE	0	3,814	0	0	0	0	0	0
FY 2012 ESTIMATE	0	3,816	0	0	0	0	0	0
FY 2013 ESTIMATE	0	3,822	0	0	0	0	0	0

STRATEGIC GOAL: EXCELLENT RESEARCH

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Excellent Research						
<i>Research</i>						
Engage in research and discovery	0	3,816	0	3,822	0	6
Total	0	3,816	0	3,822	0	6

BACKGROUND AND CONTEXT

Smithsonian science is engaged in research and discovery focused on the origin and evolution of the universe, the formation and evolution of Earth and similar planets, the discovery and understanding of biological diversity, and the study of human diversity and cultural change.

The Smithsonian Astrophysical Observatory's (SAO) work directly supports the first of the Grand Challenges outlined in the Smithsonian Institution Strategic Plan: Unlocking the Mysteries of the Universe. This goal calls for the Smithsonian to "advance knowledge at the forefront of understanding the universe and solid Earth."

To achieve the goal of Excellent Research, the Smithsonian uses its no-year funding from the Major Scientific Instrumentation (MSI) line item to develop large-scale instrumentation projects with advanced technologies that enable scientists at SAO to remain at the forefront of astronomy and astrophysics research. The Smithsonian's criteria for selecting and proposing MSI projects are: 1) the instrumentation will enable compelling scientific advances that would not otherwise occur (either at SAO or anywhere else in the world) for some time

to come; 2) the instrumentation is novel and technically advanced, and would not be developed without SAO's contribution; and 3) the science enabled by the innovative instruments is consistent with the Smithsonian Institution's Strategic Plan. The fundamental role for federal appropriations is to support the basic scientific infrastructure that enables SAO to conduct research, compete for external grants and funding, publish in peer-reviewed journals, and inform the public about the latest scientific discoveries in an exciting and compelling manner. Because of the magnitude of the costs and the time required to fabricate major new instruments and reconfigure existing ones, the Institution requests that MSI funds for these projects be kept available until they are spent.

During the past 50 years, astronomers have made fundamental discoveries about the universe, such as the existence of more than 344 planets around nearby stars and the bizarre remnants of dead stars that emit large quantities of x-rays in the Milky Way Galaxy. Scientists have determined that the universe is 13.7 billion years old and that it is populated with billions of galaxies, many of which have super massive black holes at their centers. Research has produced strong evidence that the expansion of the universe has been accelerated by a mysterious and invisible "dark energy." Today, SAO scientists use advanced technologies to produce a coherent story of the cosmos from the Big Bang to the origins of life on Earth. MSI funds are essential to meet this objective.

Two SAO projects are included in the FY 2013 MSI line item: the Submillimeter Telescope Array (SMA) on Mauna Kea, Hawaii, and instrumentation for the converted Multiple Mirror Telescope (MMT) at SAO's Fred L. Whipple Observatory at Mt. Hopkins, Arizona.

For FY 2013, the budget estimate includes an increase of \$6,000 for inflationary costs funded under this line item.

MEANS AND STRATEGY

SAO's mission is to engage in astrophysical research and discovery. Observational astrophysics is the basic science responsible for the understanding of the universe and its components beyond Earth. SAO has made leading contributions to many key discoveries in astrophysics, including: 1) the remarkable discovery that the universe is accelerating; 2) the discovery of enormous patterns traced by galaxies in the universe; 3) the most compelling demonstration of the existence of supermassive black holes at the centers of most galaxies; 4) the discovery of very high-energy gamma rays; 5) the most convincing observational evidence for the existence of dark matter; and 6) the discovery of planets orbiting other stars. SAO scientists contributed to these discoveries by using key facilities that enable observations in several different bands of the electromagnetic spectrum (i.e., the broad range of light that is

emitted by objects in the universe). These contributions have put SAO in the forefront of this generation of astronomers and astrophysicists.

SAO's pre-eminence is underscored by the recognition that its scientists receive from leading scientific organizations. Dr. Margaret Geller received the American Astronomical Society's highest honor, the Henry Norris Russell Lectureship. She is also the recipient of the National Academy's James Craig Watson Medal for distinguished contributions to astronomy. Dr. Gaspar Bakos won the 2011 Newton Lacy Pierce Prize of the American Astronomical Society, and Dr. Christine Jones was elected an Honorary Fellow of the Royal Astronomical Society. These are only three examples of nearly a dozen awards received by SAO staff in 2010 and 2011. Together with its partner, the Harvard College Observatory, SAO is the top choice of graduate- and postdoctoral-level young scientists. Federal support makes this continued leadership possible.

SAO's strength in observational astrophysics depends on its major ground-based facilities, the SMA and MMT, and the National Aeronautics and Space Administration's space-based facilities, including the Chandra X-ray Observatory, the Spitzer Space Telescope, and the Solar Dynamics Observatory. Access to both ground- and space-based observatories enables SAO scientists to conduct research that would be impossible with either type of observatory alone. SAO's future strength in ground-based observational astrophysics is critically dependent on equipping the SMA and MMT with powerful new instrumentation. This leadership depends on developing instruments and facilities that do not now exist. A team of talented scientists and engineers must work together, over a period of several years, to bring these tools into being with support from multi-year MSI funding.

Submillimeter Telescope Array (\$1,900,000)

The SMA, a collaborative project of SAO and the Academia Sinica Institute of Astronomy and Astrophysics in Taiwan, is made up of eight 20-foot-diameter antennas located on the summit of Mauna Kea, Hawaii, which function as one giant telescope. This facility operates at higher frequencies than those of any other major radio telescope, enabling scientists to probe the formation of new planets around other stars in unprecedented detail.

The SMA is now equipped with sets of receivers that can be tuned over the principal atmospheric windows in the submillimeter range, so future improvements to the SMA will be centered on improving the sensitivity within each of these observing windows. The feasibility of conducting a particular scientific observation with the SMA is directly linked to instrument sensitivity. Given that the total collecting area of the array antennas is fixed, sensitivity is governed by three factors: the receiver noise, the instantaneous system bandwidth, and atmospheric transmission and stability.

Further improvements to the SMA can be achieved by adding duplicate sets of receivers similar to those currently in operation, increasing receiver bandwidth, or further mitigating atmospheric instabilities, which result in loss of signal and poor image quality. Thanks to recent developments in microwave technology, it is now possible, with a modest development effort, to increase the receiver bandwidth by a factor of five over the original design. In the short term, this would enable the observation of multiple molecular species within a single receiver tuning; over the long term, by achieving a corresponding increase in signal processing capacity, the overall sensitivity of the SMA would be increased by the same factor.

These upgrades will improve SMA observing speed by a factor of up to 25 times the original capability for continuum observations and for spectral line surveys, thereby opening up the SMA to new discovery space. While the pioneering SMA observations to date have concentrated largely on the first high-resolution studies of individual objects, the proposed improvements will enable the SMA to start addressing important scientific questions that can be answered only with observations of large samples which allow for statistical conclusions, considering evolutionary and environmental factors. For example, to determine proto-planetary disk mass and lifetime as a function of stellar mass and multiplicity, and to assess the role of environmental factors such as proximity to massive stars and their harsh radiation fields, scientists will require the finest angular scale observations of dust continuum emission and molecular gas tracers from hundreds of young stellar systems in several nearby star-forming regions. Such large surveys will be feasible with increased SMA bandwidth.

In FY 2012, MSI funds are being used to begin developing a wide-band signal processor to handle the increased bandwidth from each antenna. FY 2013 funds are requested to complete and install the new wide-band signal processor.

Multiple Mirror Telescope (\$1,922,000)

The MMT, a joint project of SAO and the University of Arizona, dedicated in 1979, was originally made up of six identical 1.8-meter telescopes in a single altitude-azimuth (naval-gun-type) mount. The multiple-mirror design provided a state-of-the-art solution to the technological limitation in casting large mirrors at that time. Following advances in mirror-casting technology developed by the University of Arizona, in the 1990s SAO replaced the six smaller mirrors of the original MMT with a single mirror 6.5 meters in diameter. This large mirror more than doubled the light-gathering capability of the telescope, and a set of large corrector lenses increased its field of view some 400 times.

The converted MMT is an extremely powerful telescope, but requires sophisticated instruments to analyze the light it collects. Binospec, an imaging spectrograph with dual 8'x15' fields of view, will replace two generations of earlier

spectrographs and is expected to become the dominant instrument used during dark moon phases.

SAO expects Binospec to be a “game-changer,” enabling the MMT to compete on an equal footing with the largest current telescopes in the world. Binospec’s huge light grasp will enable SAO scientists to carry out pioneering explorations of the structure and evolution of galaxies, the structure of the Milky Way, and the nature of dark matter and dark energy. Binospec’s nimbleness in moving between spectroscopy and imaging will enable Smithsonian scientists to lead in exploiting transient events like supernova explosions and gamma-ray bursts to map the geometry of the universe and accurately detect objects at the furthest reaches of the universe. The scientific opportunities opened by Binospec will help attract the critical next generation of astrophysicists who will exploit the power of the Giant Magellan Telescope in the next decades.

In FY 2013, MSI support will be used to continue work on Binospec. With additional external support (in the form of committed National Science Foundation funds competed for in the Telescope System Implementation Program), Binospec will be completed early in FY 2014, when it will be shipped to the MMT for commissioning and its first research observations. SAO’s expertise in building large and powerful instruments is a crucial capability in the era of extremely large telescopes that is now upon us. Continued MSI funding is essential to conduct this vital research.

Introduction, *Understanding and Sustaining a Biodiverse Planet*

The Smithsonian will use the resources of its scientific museums and research centers to significantly advance our knowledge and understanding of life on Earth, respond to the growing threat of environmental change, and sustain human well-being.

RESEARCH Goal: The Smithsonian advances and synthesizes knowledge that contributes to the survival of at-risk ecosystems.

ACCESS Goal: The Smithsonian inspires all generations of learners to turn knowledge of life on Earth into awareness and action aimed at improving sustainability.

UNITS primarily associated with this Grand Challenge:

- **National Museum of Natural History**
- **National Zoological Park**
- **Smithsonian Environmental Research Center**
- **Smithsonian Tropical Research Institute**

NATIONAL MUSEUM OF NATURAL HISTORY

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2011 ESTIMATE	355	48,318	18	2,333	51	14,889	12	2,852
FY 2012 ESTIMATE	358	48,086	20	2,200	62	15,400	13	2,852
FY 2013 ESTIMATE	358	48,466	20	2,200	62	15,550	13	2,852

STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; REVITALIZING EDUCATION; STRENGTHENING COLLECTIONS; AND MISSION ENABLING

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Excellent Research						
<i>Research</i>						
Engage in research and discovery	137	17,870	137	17,964	0	94
Broadening Access						
<i>Digitization and Web Support</i>						
Provide improved digitization and Web support	4	511	4	513	0	2
<i>Public Programs</i>						
Provide reference services and information	14	1,801	14	1,810	0	9
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	27	4,523	27	4,677	0	154
Revitalizing Education						
<i>Education</i>						
Engage and inspire diverse audiences	30	3,670	30	3,689	0	19
Strengthening Collections						
<i>Collections</i>						
Improve the stewardship of the national collections	116	15,101	116	15,180	0	79
Mission Enabling						
<i>Facilities</i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	4	870	4	874	0	4
<i>Security and Safety</i>						
Provide a safe and healthy environment	1	187	1	188	0	1
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	15	2,308	15	2,320	0	12

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Management Operations						
Strengthen an institutional culture that is customer centered and results oriented	4	594	4	597	0	3
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	106	1	107	0	1
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	2	194	2	195	0	1
Modernize the Institution's financial management and accounting operations	3	351	3	352	0	1
Total	358	48,086	358	48,466	0	380

BACKGROUND AND CONTEXT

The mission of the National Museum of Natural History (NMNH) is to inspire curiosity, discovery, and learning about nature and culture through outstanding research, collections, exhibitions, and education. Building upon its unique and vast collections and associated data, field research stations, specialized laboratories, and internationally recognized team of staff scientists, research associates, federal agency partners, and Fellows, the Museum provides fundamental research information to a wide array of constituencies ranging from federal agencies to the public. The Museum's particular strengths are in all four of the following Smithsonian Grand Challenges: Unlocking the Mysteries of the Universe; Understanding and Sustaining a Biodiverse Planet; Valuing World Cultures; and Understanding the American Experience. The Museum's research provides new understanding and relevance to broader national and international scientific agendas, looking at such important societal issues as global change, biodiversity, cultural conflict, and natural hazards.

The Museum's stewardship of its collections, making up more than 126 million natural history specimens and human artifacts, is at the core of its mission. This set of collections, the largest of its kind, is an unparalleled resource for collections-based research on the diversity of life on Earth, including plants, animals, fossils, minerals, and human activity. These anthropological, biological, and geological specimens and objects are the foundation for all of the Museum's scientific products. With their unparalleled spatial breadth and temporal depth, the collections promote analyses and interpretations that enable scientists to connect observations of contemporary phenomena with the past and around the world so that we can better understand our planet and the effect of human activities on it. The Museum's collections capture the imagination and stimulate the next generation of scientists, and are important for the intellectual infrastructure and the Administration's continuing goal of competitiveness in international science and application of scientific knowledge. NMNH collections and their attendant information are a dynamic resource used by researchers, educators, and policy makers worldwide.

In addition, NMNH's collections serve as critical reference materials for U.S. Government agencies. These resources are actively and collaboratively used by staff members of the Departments of Defense, Commerce, Agriculture, and Interior, who are housed in NMNH facilities. For example, tens of thousands of insects urgently requiring identification are sent to NMNH from ports of entry each year. Scientists at the U.S. Department of Agriculture and NMNH consult the collections and rapidly provide identifications to border control agencies so that U.S. agricultural and economic interests are kept secure from damage by potential invasive species. The NMNH bird collections provide answers to the Federal Aviation Administration (FAA) and the U.S. Department of Defense, revealing the species of birds that damage aircraft, and leading to improved habitat control around airports and improved aircraft and engine design. The National Cancer Institute relies upon NMNH as a trusted repository for plant specimens that must be kept as vouchers for pharmacological and biomolecular research. Similarly, the U.S. Department of the Interior Bureau of Ocean Energy Management relies on the NMNH as a trusted repository for the ecologically significant invertebrate animals it collects in the course of its research. Meteorites collected from Antarctica are deposited at NMNH by the Johnson Space Center and the National Aeronautics and Space Administration (NASA). The Federal Bureau of Investigation benefits from the identifications and analyses conducted by experts in the Department of Anthropology, who consult the human skeletal collections when providing answers about the remains of crime victims. Analyses of the collections have provided vital clues regarding the spread of H5N1, the Avian Flu virus, and the etiology of past influenza epidemics.

NMNH's first-class research supports its exhibitions and educational outreach. As one of the most visited museums in the world, NMNH provides diverse public audiences with presentations on every aspect of life on Earth. Through many affiliations and partnerships, the Museum takes its science and public programs beyond the National Mall to other museums and non-traditional exhibition venues, such as libraries, schools, and universities across the country. With a growing network of interactive websites, the Museum is transforming itself into a true electronic classroom, which is potentially accessible to everyone.

For FY 2013, the budget estimate includes an increase of \$250,000 for necessary pay and other related salary costs for existing staff funded under this line item and a program increase of \$130,000 for exhibit maintenance.

MEANS AND STRATEGY

To achieve the goals of Broadening Access and Revitalizing Education, funding will be used to replace outdated exhibits with integrated, multi-disciplinary, and interactive exhibitions on the Mall and in other venues through traveling exhibits and electronic outreach across the country. Both the permanent and traveling exhibitions reflect best practices in visitor experience upgrades and informal science education, and these exhibits are developed as part of an array

of public outreach activities. In FY 2011, NMNH welcomed nearly seven million visitors, and recent evaluations show that exhibitions now engage visitors for longer periods than they did 10 years ago. The effectiveness of NMNH exhibitions and presentations can be seen in the excitement they generate and their popularity with family audiences.

In FY 2013, NMNH will continue renovating its permanent exhibition halls. Pending donated funds, the Museum will continue the planning and concept design for a massive renovation of its 40,000-square-foot Paleontology Halls. This project requires removing and conserving thousands of paleontological specimens, including more than 50 complete dinosaurs; the specimens will then be remounted for display when the exhibit opens. In addition to these major projects, donated funding supports scientific updates and visitor experience upgrades throughout the Museum's 300,000 square feet of exhibition space.

Planning for eight new temporary exhibits in FY 2013 will depend on donor support. Federal support for temporary exhibits was eliminated in FY 2012 due to budget constraints. Temporary exhibitions under consideration for FY 2013 follow: *GenoME: The Science of the Human Genome* (April 2013) is envisioned as a high-tech, high-intensity experience focused on the future of genomics research and its impact on our everyday lives; it is developed in collaboration with the National Human Genome Research Institute. *Orchids* (January 2013) will bring back a perennial favorite, in collaboration with Smithsonian Gardens, to highlight the beauty and biology of orchids. After its three-month run, NMNH will reinstall *More Than Meets the Eye*, a photographic exhibition highlighting the science that is conducted within the Museum; this money-saving strategy is in direct response to the reduction in federal funding for temporary exhibits. *Photography of Brian Skerry* (February 2013) and *Nature's Best Photography Awards Show 2012* (April 2013) highlight outstanding images that historically engage the public. *Mud Masons of Mali* (June 2013) presents the art and artists of earth building from West Africa to the public in the *African Voices Focus Gallery*; simultaneously NMNH will present artist Willem Boshoff's installation *Garden of Words* outside on the front lawn. Both of these are part of the larger Institution-wide *Earth Matters Initiative*. *Unintended Journeys* (September 2013) will be an anthropologically focused photography show that highlights how people respond to displacement because of war, natural disaster, and economic need.

NMNH will also continue to implement its public engagement plan to coordinate and integrate its many outreach efforts. This plan focuses the Museum's permanent and temporary exhibitions, educational programs, and Web outreach on the major research themes identified in the Science Strategic Plan: understanding the formation of the Earth and similar planets, discovering and understanding life's diversity, and exploring human diversity and cultural change.

In FY 2013, the Museum's fundamental commitment to education and outreach will be further deepened and expanded in support of the Smithsonian's strategic goal of Revitalizing Education. Building on the Museum's cutting-edge research, its vast collections, and exciting exhibitions such as the *Sant Ocean Hall*, *David H. Koch Hall of Human Origins*, *Race: Are We So Different?*, and *Butterflies + Plants: Partners in Evolution*, the Museum will reach out to a growing local, national, and international audience, including children and families, students and teachers, adults, and youth ages 13–18 who visit the Museum on the Mall or its extensive presence online. Outreach activities will include traveling exhibitions, distance learning, and in-depth, online resources, including the Ocean Portal, Human Origins website, and digitized collections, as well as long-standing programs of lectures, films, teacher education, and hands-on opportunities. These efforts serve visitors to our nation's capital and, through our innovations in educational technology, tens of millions of people around the globe who cannot visit the Museum in person. NMNH will continue to evaluate the effectiveness and impact of its public education and outreach efforts with focused audience research and evaluation.

Also in FY 2013, NMNH will implement a rich array of monthly on-site and online public programs to complement the Museum's exhibitions, including the *Hall of Human Origins*, and will present programs locally and nationally for the acclaimed traveling exhibition, *Race: Are We So Different?* This will include intergenerational programming, public lectures, and additional events for local and national audiences. NMNH will continue to prepare and disseminate new educational resources for the public, and for students and teachers, to support major exhibitions. In particular, NMNH will focus its science programs on greater outreach to the public and on increased public access to the collections through Web-based resources and use of distance-learning technologies. This includes maintaining engagement through the Ocean Portal and the Human Origins interactive educational websites, beginning development on a new Paleobiology website, and continuing to incorporate evolving social media. NMNH will continue to increase access to exhibits, research, and collections for people with disabilities as well as economically disadvantaged students. This includes enhancing educational resources to provide access for people with disabilities by training docents and using new media tools as well as using new partnerships and services to reach traditionally underserved audiences.

In FY 2013, pending donated funds to be raised, construction will be completed on a new Education Center designed to provide unprecedented access to and experiences with the Museum's research, collections, and scientists. The collections and staff of the Naturalist Center finished moving back from Leesburg, Virginia in August 2011, to the NMNH Museum on the Mall. Scheduled to open in 2013, the Education Center will provide the Museum's many audiences with a major innovative facility for informal science education, and will include on-site and online programs to inspire the next generation of scientists.

A critical element of NMNH's plans for FY 2013 is the Museum's commitment to the stewardship of its federal scientific collections in support of the Smithsonian's strategic goal of Strengthening Collections. As was underscored by a recent survey of federal collections, these resources play an important role in public health and safety, homeland security, trade and economic development, medical research, and environmental monitoring. They also provide the foundation for the Museum's diverse research, exhibits, and public outreach programs. NMNH will continue to strengthen its commitment to cutting-edge research and state-of-the-art stewardship of the collections, in partnership with affiliated federal agencies such as the Departments of Defense, Commerce, Agriculture, and the Interior. Federal funding is the linchpin for maintaining and preserving these priceless collections and their valuable information for future generations, while also supporting their use for critical ongoing research that, for example, facilitates recovery efforts after natural disasters such as volcanic eruptions and the associated loss of biodiversity. The breadth of NMNH research and its collections of biological, geological, and anthropological objects fosters an interdisciplinary environment that attracts other academic institutions, foreign researchers, and national and international policy makers.

Furthermore, the NMNH has a long history of training future scientists here and abroad to examine and monitor biodiversity in their own countries, among their other research endeavors, which also strengthens the NMNH collections and connections with these countries. The NMNH is committed to training future generations of scientists by increasing the number of its postdoctoral fellowship awards and providing an entry-level research experience for the most talented undergraduates in the Earth and life sciences as well as anthropology. Collaboration with foreign students and colleagues will continue to be emphasized to broaden the international science network.

In FY 2013, the NMNH will continue collections preservation and access projects related to strategic initiatives in preserving indigenous languages through preservation of manuscripts, recordings and moving images, and photographs; preserving and digitizing fossil collections and associated paper records, and preserving biological specimens at ultra-cold temperatures to document biodiversity. In addition to these new strategic initiatives, other high-priority collections improvement projects identified through the comprehensive, quantitative assessment of the collections will continue. These include the processing of plant collections and remediation of damage caused by the past use of mercuric chloride to preserve the plant collections, inventory of selected ethnographic collections, re-housing of geological collections in need of microclimates to prevent deterioration, securing vertebrate collections cabinetry, improving mitigation and prevention strategies for management of Museum pests, re-housing and organization of unique collections of slide-mounted microscopic invertebrates, and inventories and record updates resulting from the transfer of collections to the newly renovated Pod 3 facility at the Museum Support Center.

NMNH will continue to significantly increase the number of specimen records in its electronic databases for scientists, the Research and Collections Information System, or RCIS, and to expand the availability of these valuable and unique assets via the Internet to worldwide researchers, policy makers, and the public. NMNH will continue digitization of selected plant, insect, and artifact collections.

To achieve the Smithsonian's goal of Excellent Research in FY 2013, NMNH will continue to implement its five-year strategic plan that is linked to the Smithsonian Strategic Plan, and focus on initiatives related to new insights in geology and mineralogy, paleobiology, systematics, evolutionary biology, ecology and its relationship to biodiversity, and anthropology. Increasing the number of digitized specimens will enable researchers to leverage the knowledge inherent in the diverse collections to address many of today's pressing issues regarding invasive species, disease vectors, and the impact of humans on biodiversity and climate. As a result, NMNH publications will have a more integrated quality, providing insights from all viewpoints of the Museum on pressing national and international topics.

The NMNH's strengths in research have been diversified and infused with some exciting new hires in the past few years, focusing on the following areas, which also link directly to the Smithsonian's Grand Challenge areas of research: maintenance, documentation, and analysis of indigenous languages of Mesoamerica; the evolution of pelagic invertebrates that swim up off the sea floor, as opposed to their ancestors that actually lived on the sea floor; the origins, diversification, and evolution of social insects; chemistry at the core-mantle boundary of our planet and its influence on geochemistry at the Earth's surface; discovery of unknown mammal species; the evolutionary and ecological histories of some four-limbed marine tetrapods that made the great transition from life on land to sea; and the paleoecology of whales and dolphins.

Highlights of research that NMNH scientists will continue in FY 2013 include: spacecraft-based research that has shown the planet Mercury is rich in iron and titanium oxides, suggesting that Mercury has a more complex geologic history than was previously thought; microfossil research demonstrating that Neanderthals consumed both plants and cooked food; paleo-archeological research at Miles Point on the Chesapeake Bay Peninsula, demonstrating that the area was occupied more than 5,000 years before the presently accepted date for the human occupation of the Americas; study of the evolution and genetic diversity of vertebrates, which recently resulted in the discovery of a living fossil eel; work in ocean environments and studies on current circulation, focusing on past intervals and greenhouse climate; studies of the large-scale evolutionary relationships among birds, insects, and plants as part of collaborative research projects in the National Science Foundation (NSF)-funded *Tree of Life* initiative, and, in particular, studies of the large-scale evolutionary relationships among Lepidoptera (moths and butterflies), spiders, and ants; studies of deep-sea

invertebrates in the Gulf of Mexico, including exploration of poorly known regions such as cold seeps and petroleum seeps, which are home to diverse but still largely unknown communities of animals; research on ecological recoveries from mass extinctions and the innovations in the history of life, with special emphasis on the Cambrian explosion, the Permo-Triassic, and the Paleogene eras (recent research in this area makes a case for a new form of developmental regulation in how animals diversified over time); research as part of the Endangered Language Program, which will preserve and make accessible through digitization more than 11,400 sound recordings of endangered languages in the National Anthropological Archives and Human Studies Film Archives, many of which currently exist only on endangered recording media; and research into the spread of the earliest humans from Africa and Asia, with funding from the NSF.

In addition, the NMNH will continue its work on the scientific effort started in 2007, the *Encyclopedia of Life*, which has the simple and compelling mission to gather and share knowledge about Earth's 1.9 million known living species and make it freely accessible online to anyone, anywhere in the world. The NMNH hosts the Secretariat (administrative and leadership hub) for the *Encyclopedia of Life* (EOL), funded through two foundation leadership grants as well as base federal funding. This Web-based, online database is expected to encompass these 1.9 million known species of animals, plants, and other life forms in about 10 years. The database will be configurable for all types of audiences, from students and scientists to policy makers and the general public. The most recent innovation involved translating the EOL for a more international audience by offering EOL in Spanish and Arabic in addition to English. The NMNH is uniquely positioned to contribute to this global effort of documenting every known species currently living on Earth, through its extensive and broad collections as well as through the scientific staff who provide the context for these specimens. The specimens require the scientific expertise of NMNH staff to provide related ecological and evolutionary information.

In FY 2013, the NMNH will support the goal of Strengthening Collections by providing maintenance for mobile shelving, nitrogen cabinets, and freezers at the state-of-the-art research, conservation, and collection storage facility at the Museum Support Center (MSC) in Suitland, Maryland, as well as by relocating tissue collections from various sites into the Bio-Repository at MSC, and assisting in earthquake remediation. An additional focus for the Natural History Building in FY 2013 will be to continue renovating major building systems and improving security in the building, resulting in better collections housing, upgraded laboratory facilities for researchers, and more useful public space for exhibitions and educational opportunities. Finally, an important management focus of NMNH will be to support a robust and reliable information technology infrastructure for new online facilities, and to broaden access to the Museum's collections and research through Web programs, which support NMNH-specific electronic outreach goals. This focus on Broadening Access will make collections data easily accessible via the Internet, maintain important collaborative Web

projects such as the Ocean Portal and the Human Origins website, both launched in 2010, and help the Museum launch new websites and update them with current information.

FY 2013 REQUEST — EXPLANATION OF CHANGE

For FY 2013, the budget estimate includes a net increase of \$380,000. The estimate includes \$250,000 for necessary pay and other related salary costs for existing staff and a program increase of \$130,000 for exhibit maintenance. The increase for exhibition maintenance is as follows:

- (+\$130,000) The request provides funding to support critical collections needs for exhibit maintenance. With this support, the NMNH will address wear and tear on its public spaces caused by hosting nearly seven million visitors each year. The Museum will replace approximately 15,000 square feet of worn and dirty carpet, which covers two of NMNH's 30 exhibit halls. In addition, the Museum will improve exhibit lighting in at least two halls by replacing outdated lighting tracks and fixtures, using longer lasting LED fixtures, reducing manpower and utility costs. The NMNH will also replace worn and faded graphics, non-functioning monitors and playback devices, and stained and unattractive cabinet and display finishes where needed. Many of these needed improvements have been pointed out by the visiting public.

NONAPPROPRIATED RESOURCES — General trust funds support salaries and benefits of administrative personnel, development and business activities, and other program-related costs. The Museum raises funds from private sources to support research, exhibitions, public programs, and administrative functions. This includes securing donations from special events to promote new exhibitions and educational initiatives, and public outreach. Donor/sponsor-designated funds are critical to support exhibition hall renovation, such as the major gifts that are helping to fund the Museum's *Human Origins Hall*, which opened in March 2010, and fellowships for the *Encyclopedia of Life* project, through which a freely accessible webpage is being created for each of the Earth's 1.9 million known species. In addition, significant endowment gifts support internships and fellowships which will introduce more students into the natural sciences, as well as help the Museum maintain and update its educational programs for the *Ocean Hall*, and study of human origins. Other examples include the Johnson and Hunterdon endowments, which provide operational support for the Smithsonian Marine Station at Fort Pierce, Florida, in addition to supplying a significant portion of the base funds needed to run the NMNH research station at Carrie Bow Cay in Belize. The endowments also support research in the biodiversity, life histories, and ecology of marine organisms in the coastal waters of Florida by almost 50 scientists each year, including staff from NMNH, the Smithsonian Environmental

Research Center, the Smithsonian Tropical Research Institute, and collaborators from universities nationwide.

The Museum continues to receive grants and contracts from both non-Government and Government institutions. The Museum was awarded grants and contracts totaling \$4.2 million in FY 2011 (mostly in multi-year grants), and anticipates awards totaling approximately \$4 million in FY 2012. These funds support both cutting-edge research and exhibitions, and demonstrate international collaboration in addition to cross-agency collaboration on shared projects and issues. For example, researchers in the Departments of Mineral Sciences and Paleobiology continue to receive significant grants from NASA and the NASA Jet Propulsion Laboratory for various research projects. The U.S. Air Force and the U.S. Department of Transportation continue to support the bird/aircraft strike hazard program that provides critical data to the FAA and other agencies on the types of birds that can get caught in airplane engines. Funds were provided to continue work on the Consortium for the Barcode of Life, an international initiative devoted to developing DNA barcoding as a global standard for the identification of biological species. Also, the U.S. Department of Health and Human Services provided funding to identify invasive fish species, and the U.S. Park Service supported indigenous language documentation in the Bering Strait region.

The effects of environmental change are documented, monitored, and assessed in various ways. One NMNH researcher and his colleagues at George Mason University received a National Science Foundation grant to develop new computer models which will simulate human societies and analyze their responses to climate change. In addition, the U.S. Department of Defense continues to fund environmental monitoring in and around the St. Lucie Estuary and the Southern Indian River Lagoon in Florida, an area rich in biological diversity.

The National Science Foundation also continues to support NMNH's leadership in training the next generation of scientists, with funding to continue and strengthen the new Natural History Research Experience's Program through a multiple-year grant of nearly \$1 million. The program was implemented with seed money from NMNH endowments in 2010, and now has solid funding for the next four years, through FY 2015.

As part of the Smithsonian's planned National Campaign, the Museum is committed to raising private funds to support the strategic priorities outlined in the Museum's strategic plan for 2010–2015: *Knowledge for a Sustainable Future*.

NATIONAL ZOOLOGICAL PARK

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2011 ESTIMATE	221	23,306	14	2,484	17	7,081	6	1,499
FY 2012 ESTIMATE	218	23,315	16	2,950	17	7,081	6	1,075
FY 2013 ESTIMATE	218	24,339	16	2,950	17	7,000	6	1,075

STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; REVITALIZING EDUCATION; STRENGTHENING COLLECTIONS; AND MISSION ENABLING

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Excellent Research						
<i>Research</i>						
Engage in research and discovery	30	2,586	30	2,586	0	0
Broadening Access						
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	113	10,765	113	10,765	0	0
Revitalizing Education						
<i>Education</i>						
Engage and inspire diverse audiences	2	259	2	259	0	0
Strengthening Collections						
<i>Collections</i>						
Improve the stewardship of the national collections	51	6,372	51	7,272	0	900
Mission Enabling						
<i>Security and Safety</i>						
Provide a safe and healthy environment	5	793	5	793	0	0
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	4	816	4	816	0	0
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	9	1,126	9	1,250	0	124
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	4	482	4	482	0	0
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	0	116	0	116	0	0
Total	218	23,315	218	24,339	0	1,024

BACKGROUND AND CONTEXT

As the Nation's Zoo, the mission of the Smithsonian's National Zoological Park (NZIP) is to provide leadership in animal care, conservation science, education, sustainability, and an excellent visitor experience. For FY 2013, NZP has identified three strategic priorities:

Training the Next Generation:

In fall 2012, the Smithsonian's Conservation Biology Institute (SCBI) will open the new Smithsonian-Mason Global Conservation Studies Program—a joint venture with George Mason University. FY 2013 will usher in the first year of operations at the new facility. This important infrastructure project will enable us to succeed in the strategic goals of Excellent Research, Revitalizing Education, and Mission Enabling. As a result, staff will be tracking the number of professionals/practitioners trained worldwide, the number of organizations partnering with NZP/SCBI on training, and the number of students who take courses at the new campus in Front Royal, Virginia.

Ensuring the Survival of Species at Risk:

This is a joint goal of NZP animal care staff at Front Royal, Virginia and Washington, DC's Rock Creek Park, as well as SCBI researchers. It is important to ensure the future of endangered species in both captive zoo populations and in their home countries. As a result, NZP will track progress on this goal by monitoring participation in breeding programs, the number of species actively breeding at the non-public Front Royal facilities, the number of conservation programs in the field, and the number of range country partners working with our staff and students.

Sustainability:

It is important for the Zoo to walk and not just talk. The Zoo will continue working toward one of its core tenets—"sustainability in all you do"—and keep making progress to become more financially sustainable and "green" (with cost-saving initiatives), and to educate the public on sustainability and its relationship to conservation biology. FY 2013 will mark the first full year of operation for our newly renovated American Trail, with a rebuilt *Seals and Sea Lion* exhibit, and the re-opening of the historic Elephant House in the center of the Rock Creek campus.

For FY 2013, the budget estimate reflects a net increase of \$1,024,000. This amount includes \$124,000 for necessary pay and other related salary costs for existing staff funded under this line item.

The FY 2013 estimate also includes \$900,000 in programmatic increases to support animal care needs, including increases for food, medicine, enrichment, and safety. These funds will enable NZP to continue to be leaders in the animal husbandry field and improve animal care.

MEANS AND STRATEGY

In addition to the operation of the Smithsonian Conservation Biology Institute in Front Royal, the following highlights are set to occur in FY 2013.

For the Smithsonian-Mason Global Conservation Studies Program, FY 2013 will see the much anticipated culmination of this joint venture. Under the agreement, students have been studying at a simple facility at the Front Royal campus. On June 29, 2011, the Smithsonian broke ground on a new Leadership in Energy and Environmental Design (LEED)-certified complex, including classrooms, laboratories, dining and events facilities, dormitories, and study halls. When complete, the facility will be capable of growing to accept up to 60 undergraduate students and 60 graduate students and professionals.

FY 2013 will be the first full year of operation for the new American Trail, which is scheduled to open on July 4, 2012. This opens up a significant area of the Zoo that has been closed for years during the rebuilding of the seal and sea lion pool. This construction was a renovation to stop the leakage of more than 100,000 gallons of water per day. The new pools have advanced filtration systems that are not only more environmentally sustainable, but will enable staff to better monitor water quality for the animals that have a history of eye problems. Harbor and grey seals will join the Zoo and our former sea lions (temporarily housed in the Pittsburgh Zoo) will be welcomed home.

The second phase of *Elephant Trails* will also open in FY 2013 with the re-opening of the historic Elephant House, now renamed the Elephant Community Center. For more than 100 years, NZP has been working with Asian elephants, which are now listed as endangered on the World Conservation Union's (IUCN) Red List of Threatened Animals. Phase One of the new exhibit opened in FY 2011 with a large indoor barn and almost two acres of outdoor space with an elephant trek, which provides a quarter-mile walking path for regular outdoor exercise, as well as the Homer and Martha Gudelsky Elephant Outpost for public education. The next phase of the Elephant Community Center will involve providing an indoor area where the public can view elephants and the elephants can be active and socialize in inclement weather.

Under the public's radar, but of equal importance, FY 2013 will kick off the Association of Zoos and Aquariums (AZA) accreditation process. This is a rigorous inspection and review process that ensures the Zoo is following best practices in all areas of animal management. The Zoo will prepare for the AZA accreditation by placing increased scrutiny on the processes and procedures for ensuring the safety and health of the staff and the living collections.

Also occurring behind the scenes but of importance to NZP staff is the project to structurally repair the General Services Building and the North Road retaining wall. These projects will require several years to complete, and will

mainly impact staff working at the Zoo, but will have some negative impact on visitor parking.

In addition to its on-site visitors, the Zoo continues to see many people visit its website. Some of the most popular features are the many webcams—from Amazon Rivercam to the ever-popular panda cam, to the video links that brought the lion cubs to the public before they could be exhibited outside. The webcams help the keepers monitor animals during sensitive periods such as pregnancy and birth. During 2011, the NZP website hosted about 10,000 pages and attracted more than 19 million on line visits, thereby maintaining its position as one of the most popular Smithsonian websites.

On a related note, the panda exhibit has proven very successful in engaging the public — both on site and through the webcams. Pandas are considered to be an umbrella species. Protecting pandas means protecting their native habitats, which in turn protects more endangered species. FY 2011 marked the renewal of the contract with the Chinese government to continue to keep Chinese giant pandas at the Zoo. In early FY 2012, a private donor made a substantial gift and the private funds supplement federal appropriations to support the research being conducted jointly with the Zoo's Chinese counterparts.

The NZP's next major undertaking at Rock Creek Park is the renovation of the historic Bird House and a new exhibit called *Marvelous Migrations*. In FY 2013, much of the planning for the exhibit concepts, ideas, and fundraising strategies will be ongoing with construction beginning in FYs 2017–2019. Another component of the NZP's infrastructure is the construction of the perimeter fence. In accordance with AZA guidelines, NZP has identified a fence that provides secondary containment in case of animal escape. The design of the fence will be completed in FY 2012 and the construction completed in FY 2013.

As part of the regular, ongoing research taking place, NZP will place particular emphasis on its giant panda, endangered amphibian and bird, cheetah, tiger, clouded leopard, black-footed ferret, Przewalski's horse, and Asian elephant specimens. Ongoing studies on these and many other species will help secure sustainable wild and captive populations, and are conducted in collaboration with other organizations worldwide. NZP scientists are also engaged in a variety of collaborative studies on forest ecology and climate change as part of the Smithsonian's Global Earth Observatory (SIGEO) and the National Science Foundation's National Ecological Observatory Network (NEON) initiatives. NZP scientists will continue to share their research with the public and a wide range of scholars, university researchers, and field biologists. Zoo staff will use their findings to enhance the health and welfare of the NZP living animal collection, and strengthen NZP exhibits as well as educational and outreach programs.

In addition to the SCBI undergraduate program highlighted above, the Zoo continues to be a major center of professional conservation-based training. The Zoo offers regular training classes on a variety of fronts, including the Global-Tiger Initiative Smart Patrolling Course in which SCBI scientists spent a month working with wildlife officials in Thailand to better protect tigers. This course and others in Adaptive Management, Conservation Conflict Resolution, and Conservation Leadership all support the NZP's top goal of Training the Next Generation.

In FY 2011, the NZP began educational partnerships with the Boys and Girls Clubs of Greater Washington, the National Science Resources Center biodiversity workshops, and the George Mason University Youth Summit on the Environment. Together, these alliances reached more than 200 students in the two programs, as well as 40 nationally recognized teachers. NZP also provided 80 international teachers with resources, tours and presentations to support the Microsoft Students Helping Others Unite Together (SHOUT) Program. In addition, in 2011, through a partnership with Reading Is Fundamental, the Zoo reached 40,000 childcare and classroom locations through a reading webcast. Through a Smithsonian Youth Access grant, the Zoo partnered with the Smithsonian Environmental Research Center to provide teacher training to Washington, DC elementary and middle school teachers, on local biodiversity, as well as no-cost field trips for their students. As part of NZP's public outreach efforts, the Zoo reached hundreds of local citizens in the Front Royal area with seasonal monthly lectures by Smithsonian field and local scientists. In partnership with the National Museum of Natural History and its successful YES! — Youth Engagement through Science — program, several YES! interns came to the Rock Creek campus to participate as animal keeper aids.

In support of the Smithsonian Mission Enabling goal, the NZP has increased safety training and set a goal of zero injuries. Zoonotic training and increased biosecurity protocols have been implemented to minimize health risks to staff and the living collection. The NZP is aggressively executing its strategic and long-range renewal plans and continuing its modernization and improvement programs in the areas of life, health, and safety of people and animals, animal nutrition (including food distribution), pest management, training, records management, and information technology. In addition, the NZP continually assesses its around-the-clock infrastructure support operation for animal exhibits to ensure the safety and well-being of the living collection, visitors, facilities, and staff.

FY 2013 REQUEST — EXPLANATION OF CHANGE

For FY 2013, the budget estimate reflects an increase of \$1,024,000. This amount includes \$124,000 for necessary pay and other related salary costs for existing staff funded under this line item. In addition, the NZP is seeking a programmatic increase of \$900,000 for animal welfare, as follows:

- (+\$900,000) This request provides resources to support the welfare and care of the animal collection. Excellence in animal care is paramount for the NZP to meet refined and adjusted AZA standards, especially now that the Zoo is up for AZA re-accreditation this year. The requested \$900,000 will provide necessary animal health associated costs such as running, maintaining, and supplying a lab, medicine and medical supplies, enrichment, permit fees, and animal transportation and shipments. Higher prices, particularly for animal food, have driven operational costs higher. For example, beef prices in the past year have increased roughly 10 percent and the price of shrimp has seen larger increases, due to recent supply disruptions. Medicines, lab tests, and supplies have seen smaller but still significant increases in the past several years.

NONAPPROPRIATED RESOURCES — General trust funds support salaries and benefits of the director and general operational requirements for adequate animal care, professional training in conservation sciences, and animal acquisitions. Donor/sponsor-designated funds support the costs related to specific programs and projects, including field and captive studies on Sahelo-Saharan antelopes, amphibians, cheetahs, giant pandas, Asian elephants, tigers and clouded leopards, ecological studies on migratory birds, and the monitoring documentation of biodiversity and habitat quality in selected sites around the world. A large percentage of these funds supplement federal funding for renovating and modernizing the Zoo. Private donations for Asia Trail II, “Elephant Trails,” contribute to a portion of construction costs and support all exhibit interpretive design and implementation. In FY 2011, the popular *Kids Farm* exhibit was in danger of closing due to budget constraints. Much to the relief of various stakeholders, State Farm Insurance committed to a five-year, \$1,400,000 gift. This gift enables the *Kids Farm* to stay open through 2015. Government grants and contracts support a wide array of scientific studies on the biology and habitats of endangered and threatened species. NZP education, visitor services, and volunteer programs are funded almost exclusively by the Friends of the National Zoo.

SMITHSONIAN ENVIRONMENTAL RESEARCH CENTER

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2011 ESTIMATE	31	3,765	7	574	9	1,410	34	4,698
FY 2012 ESTIMATE	32	3,767	8	728	13	1,040	41	4,500
FY 2013 ESTIMATE	32	3,867	7	700	13	1,040	41	4,500

STRATEGIC GOALS: EXCELLENT RESEARCH; REVITALIZING EDUCATION; AND MISSION ENABLING

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Excellent Research						
<i>Research</i>						
Engage in research and discovery	24	3,016	24	3,042	0	26
Revitalizing Education						
<i>Education</i>						
Engage and inspire diverse audiences	1	108	1	111	0	3
Mission Enabling						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	4	424	4	489	0	65
Modernize the Institution's financial management and accounting operations	3	219	3	225	0	6
Total	32	3,767	32	3,867	0	100

BACKGROUND AND CONTEXT

The Smithsonian Environmental Research Center (SERC) is a leader in research on land and water ecosystems in the coastal zone. SERC's innovative research and unique setting advance basic environmental science in the zone where most of the world's population lives, and provides society with the knowledge to solve the environmental challenges of the 21st century.

Research and discovery remain the core activities at SERC. Scientists use the unique site on the shore of the Chesapeake Bay, and other sites, including the Smithsonian Marine Science Network, to investigate the ecological

interconnections of aquatic, terrestrial, and atmospheric components of complex landscapes, with comparative studies on regional, continental, and global scales.

SERC achieves the goal of Revitalizing Education by engaging and inspiring diverse audiences through school-based programs, teacher training, and public outreach. SERC programs serve nearly 20,000 school children and public visitors annually.

SERC maintains a vigorous professional training program dedicated to producing the next generation of scientists. Through its efforts to achieve extramural funding and establish external partnerships, SERC hosts a large number of undergraduate interns, graduate students, postdoctoral Fellows and visiting scientists, with a particular success in reaching those candidates from underserved communities.

SERC will continue to update and streamline management systems and functions, and advance construction of its Facilities Master Plan. In FY 2012, substantial progress will be made on the long-awaited renovation of the Mathias Laboratory, which includes replacement of many temporary trailers on the campus, thus helping to ensure the safety and protection of staff, Fellows, volunteers, and visitors. The project is scheduled for completion in FY 2014.

For FY 2013, the budget estimate includes an increase of \$100,000 for necessary pay and other related salary costs for existing staff funded under this line item.

MEANS AND STRATEGY

SERC has an advantage in furthering its research goals and priorities by operating its 2,650-acre site on the Chesapeake Bay. Using the unique assemblage of streams, forests and agricultural fields, its scientists investigate the interconnections of aquatic, terrestrial, and atmospheric components of complex landscapes. SERC's research campus also supports research efforts of other collaborators and agencies (e.g., USDA, USGS, USFWS, and many universities). SERC develops innovative approaches and instrumentation to measure environmental changes at four ecological levels (i.e., global change, landscape ecology, ecology of coastal ecosystems, and population and community ecology), and has developed unique, long-term, and experimental data sets on environmental change. SERC also participates in developing the Smithsonian's Marine Science Network of sites along the western Atlantic Ocean for comparative coastal studies, and in using the Smithsonian's long-term field stations to assess ecological patterns and processes. SERC has been selected as a partner site in the National Ecological Observation Network (NEON). As such, the SERC campus will become a node for environmental data collection that will feed a national network established to observe and interpret changes in our terrestrial environments. During its 47-year history, SERC has built a

reputation for world-class research, producing many publications that are rich in data and multi-disciplinary and integrative in analysis.

SERC's research, education, and outreach efforts are closely aligned with the Smithsonian's Strategic Plan. By building on existing strengths and special programs, SERC seeks to enhance its successful research on the following topics: land-sea linkages of ecosystems; landscape ecology of coastal watersheds; estuarine ecology; invasive species (especially in coastal ecosystems); global change impacts on biotic and chemical interactions; biocomplexity of structure and processes in key ecosystems; and community and population ecology.

During the next five years, SERC research on coastal marine ecology will focus on four key, interrelated areas: the structure and dynamics of marine food webs; the integrity and biodiversity of crucial marine ecosystems; linkages of ecosystems at the land-sea interface; and the ecological regulation of marine biodiversity. SERC seeks to expand its expertise in the ecology of invasive species, and how they affect coastal ecosystems. To implement these goals, SERC will link its research with national and international research networks and enhance the Marine Science Network. SERC is also developing scientific and technological capabilities in analytical chemistry, remote sensing, and instrumentation in coastal watersheds and connected ecosystems. SERC has been a lead contributor in establishing a pan-institutional consortium, known as Marine-GEO, in an effort to coordinate and align the extensive marine research efforts ongoing throughout the Smithsonian. In addition, SERC is working with partners in NMNH and the regional research community to develop DNA barcode libraries for all of the species of fishes and major groups of invertebrates of the Chesapeake Bay. This will become a shared resource for tracking biodiversity, species distributions, and foodweb structures in the nation's largest estuary.

SERC has used its website to provide more information to the public about environmental issues in general, and the Center's research and education programs in particular. On-site education will focus on serving approximately 18,000 students and members of the general public. SERC will continue to expand its successful distance-learning programs to improve access for traditionally underserved audiences, as well as those participants located away from the SERC campus.

SERC has strengthened its public outreach programs and continues to participate in the National Park Service's Chesapeake Gateways Network. Through partnerships with various agencies in the Maryland state government and the Gateways program, SERC has continued development of a series of new trails and visitor experiences on the historic 575-acre Contee Farm, which was acquired in 2008. In addition to providing a lecture series, workshops, and expert consultation for the public, teachers, and public officials, SERC remains open to the general public six days a week. Also, besides offering formal

programs to the public, SERC encourages visitors to explore the Center's many trails through forests and fields, as well as more than 12 miles of shoreline along the Chesapeake Bay.

SERC continues to implement its comprehensive Facilities Master Plan through projects that provide critical infrastructure improvements and allow for controlled and operationally sustainable growth over the next 25 years. One of the key components of the plan is the focus on reducing energy and water consumption across the campus. The incorporation of sustainable improvements into the campus framework will ensure long-term savings in operating costs.

SERC has established management controls to ensure proper accounting for its research activities, including indirect cost recovery in its sponsored research program. Moreover, the staff will strive to maintain an excellent record of safety and protection for all staff and visitors. In conjunction with the Institution's central administrative offices, SERC maintains its excellent record of property management and protection of sensitive information and data.

NONAPPROPRIATED RESOURCES — General trust funds support fund raising and intern/fellowship programs. In addition, core administrative support is funded through an indirect cost surcharge applied to extramural research and education awards. Donor/sponsor-designated funds provide critical operating support related to specific programs and projects in research, public education, and professional training. The bulk of SERC's scientific research program of more than \$5 million is supported by Government grants and contracts, including the National Ballast Information Clearinghouse, established by Congress as part of the National Invasive Species Act of 1996.

SMITHSONIAN TROPICAL RESEARCH INSTITUTE

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2011 ESTIMATE	253	14,867	36	853	45	6,396	16	1,916
FY 2012 ESTIMATE	202	12,469	35	800	42	6,300	14	1,950
FY 2013 ESTIMATE	202	13,109	35	800	42	6,300	14	1,950

STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; REVITALIZING EDUCATION; AND MISSION ENABLING

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Excellent Research						
<i>Research</i>						
Engage in research and discovery	93	8,318	93	8,697	0	379
Broadening Access						
<i>Digitization and Web Support</i>						
Provide improved digitization and Web support	7	259	7	273	0	14
<i>Public Programs</i>						
Provide reference services and information	18	393	18	420	0	27
Revitalizing Education						
<i>Education</i>						
Engage and inspire diverse audiences	2	406	2	427	0	21
Mission Enabling						
<i>Security and Safety</i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	30	646	30	691	0	45
Provide a safe and healthy environment	2	89	2	95	0	6
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	5	312	5	339	0	27
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	8	769	8	815	0	46
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	5	217	5	230	0	13
Modernize the Institution's financial management and accounting operations	4	140	4	148	0	8

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	13	547	13	580	0	33
Modernize and streamline the Institution's acquisitions management operations	15	373	15	394	0	21
Total	202	12,469	202	13,109	0	640

BACKGROUND AND CONTEXT

From the humble beginnings of a single research station on Barro Colorado Island (BCI) located in the middle of the Panama Canal, with a greater than 100-year presence, the Smithsonian Tropical Research Institute (STRI) is now the principal U.S. organization dedicated to advancing fundamental scientific discovery and understanding of biological diversity in the tropics and its contribution to human welfare. STRI plays a critical role for the U.S. Government and the Smithsonian by maintaining world-class research facilities in Panama, where last year more than 1,200 resident and visiting scientists, representing 44 states in the United States and 42 countries around the world, accessed diverse tropical environments, including rain forest and coral reef ecosystems. STRI serves as official custodian for the Barro Colorado Nature Monument (BCNM) in Panama under the terms of the Convention on Nature Protection and Wildlife Preservation in the Western Hemisphere, ratified by the U.S. Senate in April 1941. The BCNM is the only mainland tropical reserve under U.S. stewardship.

The relevance, quality, and performance of STRI scientists is top tier, as evaluated by a Visiting Committee of outside experts. In their last review, the Visiting Committee used National Research Council criteria to measure the productivity and impact of STRI science compared to 142 of the best university research departments in the United States; STRI scientists ranked first in all measures of scientific relevance (e.g., publication citations), quality (e.g., scientific honors), and productivity (e.g., publication numbers). In addition, the number of young scientists who choose STRI as the base for their graduate and postgraduate research training provides an annual measure of the relevance and quality of STRI science to the future of tropical biology and policy. Even in a year marred by global economic contractions, the strong demand for conducting research at STRI continued. FY 2011 marked another year where the number of visiting scientists and students choosing to base their research at STRI exceeded 1,200 individuals and, remarkably, the total number of scientific visitor days reached an all-time new high for STRI, exceeding 110,000.

The long-term research conducted by STRI scientists and collaborators is a critical contribution to the Smithsonian Institution's 2010–2015 Strategic Plan "A Smithsonian for the 21st Century," set forth in 2009, particularly through its contributions to the Grand Challenge, *Understanding and Sustaining a*

Biodiverse Planet. However, STRI also contributes to *Unlocking the Mysteries of the Universe* through its Paleontology program and to *Valuing World Cultures* through its Anthropology and Archeology programs.

A major goal of the 2010–2015 Strategic Plan for the Smithsonian is the implementation of interdisciplinary centers aimed at sparking innovative research and education programs, and brokering partnerships. The best current example of such an interdisciplinary center is the Smithsonian Institution Global Earth Observatories (SIGEOs), which have built on a unique research infrastructure that began at STRI in 1980. STRI leads the SIGEO initiative, which is discussed in this justification under the Biodiversity Consortium. SIGEO successfully links environmental change expertise across Smithsonian science units, including the Smithsonian Environmental Research Center (SERC), the Smithsonian Conservation Biology Institute (part of the National Zoo), the National Air and Space Museum (NASM), National Museum of Natural History (NMNH), and the Smithsonian Astrophysical Observatory (SAO). To date, the Smithsonian has directed more than 12 FTEs and \$1,808,000 per year in federal funds, and more than \$38 million from other federal and private sources, toward the global network of Earth observatories. As one of the premier U.S.-led international partnerships, SIGEO integrates the SI network of forest dynamics plots with the U.S. Group on Earth Observations (USGEO), and promotes an international Global Earth Observation System of Systems (GEOSS) to further advance the progress of science across borders. Each forest plot is managed in each country by one or more partner institutions, and the SIGEO network is a partnership involving more than 50 institutions and hundreds of scientists from around the world.

STRI and SIGEO directly support the Administration's goals in the environmental sciences, and send a strong message regarding the U.S. commitment to providing objective, long-term data needed for understanding the impact of environmental change. In the context of Global Earth Observatories, the Smithsonian collaborates with the Environmental Protection Agency (EPA), United States Geological Survey (USGS), U.S. Department of Agriculture (USDA) Forest Service, the National Oceanic and Atmospheric Administration (NOAA), the National Science Foundation (NSF) National Ecological Observation Network (NEON), and the National Aeronautics and Space Administration (NASA). SIGEO promotes large-scale environmental monitoring and maintains enormous banks of data and metadata, which help galvanize advanced data networks and sophisticated analyses, extending from single forest plots to the remote sensing of forests at landscape scales monitored from space-based observatories.

For FY 2013, the budget estimate includes an increase of \$640,000. This includes \$63,000 for necessary pay and other salary and related costs funded under this line item, and \$577,000 to begin the transition to provide equitable salary and benefits for the locally hired Panamanian employees so that they are comparable to those at the local U.S. Embassy.

MEANS AND STRATEGY

As part of its core mission, STRI continues to enhance the Smithsonian's platform for long-term research on biodiversity, ecosystems, and the impacts of environmental change. As part of this effort, STRI administers the SIGEO network of dynamic forest plots that now spans 42 sites in 21 countries, and includes more than 4.5 million trees with 8,500 different species represented. The network's overall aim is to forecast the effects of global environmental change on forest function and biodiversity in tropical and temperate forests, and to quickly provide objective and rigorous scientific data to scientists, policy makers, and people around the world via the Internet.

Global climate systems and life on the planet are in flux. Policy makers and scientists need long-term data on the fluctuations in primary productivity of forests around the globe, as well as information on changes in the abundance and distribution of biological diversity, to distinguish the components of global change that can be ascribed to planetary processes from those that may be caused by human activity. The Smithsonian Institution is building on its unique research infrastructure to provide the required data by expanding its global network of dynamic long-term tropical forest plots into the temperate zone, and by collecting additional data on vertebrates, insects, and soil microorganisms, in addition to the trees that scientists have monitored for three decades. Smithsonian researchers will answer the following questions: Does environmental change significantly alter forest biomass, and does the rate of carbon sequestration by forests vary with latitude, hydrological condition, and soil fertility? How are the diversity and the relative abundance of forest organisms changing over time and space? What components of observed changes are due to human activities? How can people modify their behavior and economies to ameliorate any changes that policy makers deem to be detrimental to global society?

The Smithsonian Institution is uniquely positioned to use SIGEO to broaden interdisciplinary research on complex ecosystems on a global scale. It will do this by expanding its extensive tropical forest-monitoring program into temperate regions, and by significantly integrating science units within the Smithsonian. As a result of an \$8 million, five-year grant from the Hong Kong Shanghai Banking Corporation (HSBC) that concluded in 2011, STRI, SERC, NZP, and NMNH were able to launch the program's cross-unit research aimed at forecasting the consequences of global, environmental change on forest function and biodiversity.

Currently, SIGEO leverages huge intellectual horsepower; the network is extremely well used by independent, university-associated faculty and network partners. More than 200 scientists have published research from the SIGEO data sets, attesting to the broad usability and benefits of the network. One measure of this effective leveraging is the large number of NSF-funded research projects based within the network. Also, Harvard and Yale universities have provided \$9 million, in addition to \$10 million pledged from a single private donor, to support

the network for the next five years, maintain partnerships with SIGEO, and strengthen the network's basic and social research programs.

SIGEO has established a Global Carbon Research Program to provide *in situ* measures of above- and below-ground carbon and its change over time in response to rising levels of carbon dioxide (CO₂). A recent publication by SIGEO scientists, using 25 years' worth of data from two forest plots (in Barro Colorado Island, Panama and Pasoh, Malaysia), has shown that, despite increased atmospheric carbon fertilization, the growth rates of tropical forest trees have decreased, perhaps in response to global warming. Objective long-term data from a global network of forest plots provide critical empirical data for modeling carbon dynamics in the future, and permit direct measurement of the effectiveness of efforts to reduce carbon emissions worldwide.

In FY 2013, SIGEO will continue to cement its inter-unit advances involving STRI, SERC, NZP, and NMNH to study the consequences of global climate change on carbon sequestered by the world's forests. Tropical and temperate forests are believed to behave differently with regard to carbon, owing to differences in seasonality and other climate factors. Using the same methodology as that for studying the tropical plots, the SIGEO initiative has taken advantage of long-term, forest plot-associated research at SERC, located in the Chesapeake Bay watershed in Maryland, and the National Zoo's Conservation Biology Institute in the forests of Front Royal, Virginia, Harvard Forest, Massachusetts, Yosemite National Park, California, and Wind River, Washington, to quickly establish a series of large-scale temperate plots in the United States that permit direct comparison to the forests in the tropical plot network. Partnerships in temperate China and Europe have helped expand temperate-tropical and temperate-temperate comparisons to a global scale.

ENABLING STRI'S MISSION THROUGH ORGANIZATIONAL EXCELLENCE

STRI continues to advance the vision detailed in the 20-year plan for upgrading its facilities, many of which date back to the pre-World War II era of Panama Canal defense. The 20-year STRI facilities plan represents a spectacular opportunity for the Smithsonian to provide its world-class group of tropical scientists with the modernized, sustainable, and state-of-the-science facilities needed to face the challenges of the 21st century, when biological problems will play a central role in global events. These facilities will continue to serve not only the Smithsonian, but also the scientific and academic community of the United States for decades to come. The rate of landscape transformation, the loss of forests and reefs in the tropics, an ever-growing population to feed and house, the danger of emerging diseases, and the still uncertain science of climate change, taken together, highlight the fact that the research done at STRI — and the national and international role of the Institute — has never been more important.

STRI also offers important facility resources for federal agencies and universities. For terrestrial research, STRI serves as the headquarters for SIGEO, and as a base for tsunami-monitoring equipment installed by the U.S. Geological Survey. The Institute provides the Environmental Protection Agency (EPA) with sites to monitor mosquitoes and their role as disease vectors, and assists the National Institutes of Health (NIH) with its funded projects to survey birds as carriers of avian influenza. For marine research, the two-ocean stage provided by STRI marine facilities permits scientists to move between experiments in the eastern Pacific Ocean and the Caribbean Sea in a few hours, and represents a principal component of the Smithsonian Marine Science Network extending from the Chesapeake Bay to Florida, Belize, and Panama. The recurring two-ocean theme in marine science at STRI has resulted in landmark studies of the evolution and ecology of tropical marine species and communities, as well as research funded by NSF and NIH for the ecologically guided discovery of new pharmaceutical compounds. Marine facilities with easy access to two oceans take on increased importance as an experimental platform for studying the impact of climate change and ocean acidification on coastal coral reefs, sea grasses, and mangroves.

STRI's record of accomplishment during the past two decades is reflected in the increase in number of employees, number of scientific visitors, funding available for education, number of new scientific programs in residence at STRI, number of peer-reviewed publications, number of grant awards, and other criteria. Managing growth is an enviable challenge all organizations long for, and STRI continues to position itself for scientific and educational success by never losing focus of the need for operational excellence. FY 2013 will be another year STRI continues to lead changes that seek to more efficiently use the resources available while at the same time adjusting to working in the ever-expanding economy of Panama. STRI's organizational efforts will continue to upgrade its physical plant by seeking to reduce the aggregated deferred maintenance and by breaking ground on the new laboratory in Gamboa. STRI will also restructure its Information Technology department to better meet the needs of its scientific computing community as well as the business needs of its administrative departments. Lastly, STRI will complete the creation of its Advancement department to more effectively communicate with the communities critical to STRI while also positioning STRI to more effectively identify and raise funds to support its research and educational mission.

FY 2013 REQUEST — EXPLANATION OF CHANGE

For FY 2013, the budget estimate includes an increase of \$640,000. This increase includes \$63,000 for necessary pay and other related salary costs for existing staff and \$577,000 to provide equitable salary and benefits for the locally hired Panamanian employees.

- With the termination of the Panama Canal Treaties in 2000, U.S. and Panama laws required a transition to a local-payroll system governed by the labor laws of Panama for all locally hired employees. The

compensation policy for locally hired employees at STRI that was instituted in 2000 has not kept pace with the U.S. Government standards or the remarkable growth of Panama's economy. To implement a more equitable compensation system for locally hired Panamanian employees and to enable STRI to compete in the Panamanian labor market, the Smithsonian plans to adopt the U.S. Department of State employment standards and practices used by U.S. Embassies around the world. The requested increase (+\$577,000) will begin the transition to provide equitable salary and benefits for the locally hired Panamanian employees so that they are comparable to those at the local U.S. Embassy. Without the requested funds, STRI will be unable to retain valuable employees because it cannot compensate employees at the local labor-market rate.

NONAPPROPRIATED RESOURCES — General trust funds support salaries for a small percentage of STRI employees involved in research, public outreach, and fund raising. Donor/sponsor-designated funds support specific programs and projects to investigate key indicators of global environmental health. As a past example, HSBC, a major donor mentioned earlier, has formed a climate partnership with the Smithsonian and the environmental organization Earthwatch Institute to establish a regional training center on environmental change at SERC and to promote citizen involvement in science. Furthermore, the National Zoo's Conservation Biology Institute has become one of the NEON sites, providing a tremendous opportunity for cross-fertilization and synergy between SIGEO and NEON.

Donor-designated support also provides an endowed chair for the director of STRI and an endowed staff position in tropical paleoecology. The chair in paleoecology currently investigates climate change during the last 60 million years, in part by taking advantage of the multi-billion-dollar expansion of the Panama Canal, which is exposing new fossils and geology during the massive excavations. The Panama Canal expansion is a unique opportunity to improve our understanding of the role that the Isthmus of Panama has played with regard to climate and biodiversity change through time. Donor-designated support also funds postdoctoral studies of the relationship between brain size and behavioral complexity, and postdoctoral fellowships in tropical marine biology, using STRI's Bocas del Toro and Galeta field stations in the Caribbean and its Naos laboratory and Rancheria Island field station in the eastern Pacific Ocean. And most recently, donor activity has enabled STRI to initiate the first country-wide carbon sequestration study using advanced technologies such as LiDAR overflights in the tropics.

Government grants and contracts support programs such as the Panama International Cooperative Biodiversity Group (ICBG), funded by the National Institutes for Health and administered by STRI, which conducts innovative biomedical research and training, and monitors wildlife that could be carriers of avian influenza and other animal-borne diseases.

Introduction, *Valuing World Cultures*

As a steward and goodwill ambassador of cultural connections, with a presence in some 100 countries and expertise and collections that encompass the globe, the Smithsonian will build bridges of mutual respect and present the diversity of world cultures and the joy of creativity with accuracy and insight.

RESEARCH Goal: The Smithsonian contributes insights into the evolution of humanity and the diversity of the world's cultures, arts, and creativity.

ACCESS Goal: The Smithsonian will inspire audiences to explore the cultural and artistic heritages of diverse peoples.

UNITS primarily associated with this Grand Challenge:

- **Arthur M. Sackler/Freer Gallery of Art**
- **Center for Folklife and Cultural Heritage**
- **Cooper-Hewitt, National Design Museum**
- **Hirshhorn Museum and Sculpture Garden**
- **National Museum of African Art**

ARTHUR M. SACKLER GALLERY/FREER GALLERY OF ART

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2011 ESTIMATE	44	6,123	0	233	61	7,712	0	112
FY 2012 ESTIMATE	45	6,125	0	275	60	9,321	0	97
FY 2013 ESTIMATE	45	6,155	0	275	60	9,321	0	97

STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; REVITALIZING EDUCATION; STRENGTHENING COLLECTIONS; AND MISSION ENABLING

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Excellent Research						
<i>Research</i>						
Engage in research and discovery	13	1,584	13	1,584	0	0
Broadening Access						
<i>Digitization and Web Support</i>						
Provide improved digitization and Web support	0	22	0	52	0	30
<i>Public Programs</i>						
Provide reference services and information	4	509	4	509	0	0
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	13	1,963	13	1,963	0	0
Revitalizing Education						
<i>Education</i>						
Engage and inspire diverse audiences	5	433	5	433	0	0
Strengthening Collections						
<i>Collections</i>						
Improve the stewardship of the national collections	6	767	6	767	0	0
Mission Enabling						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	1	129	1	129	0	0
<i>Management Operations</i>						
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	1	141	1	141	0	0
Modernize the Institution's financial management and accounting operations	2	577	2	577	0	0
Total	45	6,125	45	6,155	0	30

BACKGROUND AND CONTEXT

The Freer Gallery of Art and the Arthur M. Sackler Gallery (FSG) celebrate the artistic traditions of Asia, and are widely regarded as among the most important collections of Asian art in the world. The Museums collect, study, exhibit, and preserve exemplary works of Asian art, as well as works by Whistler and other American artists of the “Aesthetic Movement” as represented in Charles Lang Freer’s original gift. The combined resources of the Museums are directed toward programs that advance understanding of the arts of Asia and of the Museums’ collections.

FY 2013 begins with the 25th anniversary of the opening of the Arthur M. Sackler Gallery, which is a cause for celebration that will see a vigorous schedule of programs, exhibitions, and long-term displays. To achieve the Institution’s goal of Broadening Access, the FSG will continue to host international loan exhibitions and complementary public programs. The FSG will expand the number and range of exhibitions and loans offered to other museums throughout the nation and worldwide. To further the goal of Broadening Access, additional resources and effort will be put into improving the FSG website by introducing a new search tool for online collections. The FSG will realign resources in FY 2013 to position itself as a world leader in digital initiatives.

The FSG will achieve the goal of Excellent Research through the continued success of linking dispersed initiatives, making them better known both inside and outside the Museums, and seeking new funding sources.

In addition, the FSG will address the goal of Mission Enabling by continually assessing and enhancing staff development and oversight of internal controls.

For FY 2013, the budget estimate includes an increase of \$30,000 for necessary pay and other related salary costs for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goals of Broadening Access and Revitalizing Education, the FSG continues to direct resources to raise attendance and reassert its pre-eminence in the field of Asian art by mounting high-profile exhibitions. The exhibitions planned for FY 2013 include *Roads of Arabia*, an exhibition on the archaeology of Saudi Arabia, which will be the first time this material has been displayed in North America; *A Visual Universe: Painting and Poetry in Japanese Illustrated Books from the Pulverer Collection*, an exhibition that explores the close connections between painting and publishing in Edo Japan; and *Yoga!: the Art of Transformation*, which is the first exhibition to explore yoga as a central theme in Indian art. Several shows will be traveling internationally, including

possible venues in China — a first for the FSG. Additionally, as part of the updating of the permanent galleries of Chinese Art in the Freer, a project begun in 2010, the next phase — a gallery of Buddhist sculpture — will be completed in FY 2013. Most importantly, the FSG will implement a long-term plan to refurbish the public spaces and the remainder of the galleries in the Freer, a project that will require several years to complete.

The FSG will also reach new audiences through a number of educational and scholarly programs on the arts of Asia, including hosting a series of international conferences and workshops, some focused on celebrating the 25th anniversary of the Sackler Gallery of Art, and by collaborating within the Smithsonian and with outside organizations, such as the major Museum of Islamic Art in Doha and the Aga Khan Museum, which is being built in Toronto.

The FSG website will be a center for public engagement through a redesigned site, an increase to the number of digitized records and images, and a new search tool for its online collections. The FSG will work toward effectively using grants for students to work on collections management records, providing for timelier and greater public access to the entire collection. In FY 2013, the Freer and Sackler will realign resources to establish a Digital Media group that will aim to be a world leader in its field within the next five years.

The FSG will achieve the Institution's goal of Excellent Research by focusing efforts on coordinating its own collections more vigorously with researchers in universities in the Washington, DC area, as well as internationally, and ensuring that the FSG has appropriate distribution, in print and online, of scholarly publications.

As part of its goal to advance Revitalizing Education, and to provide greater access to high-quality educational resources, the FSG will re-examine state, county, and municipal educational mandates to ensure that the FSG's programs support public schools' curricula. In addition, the FSG will devote more resources to develop long-lasting teaching materials based on the FSG's world-renowned collections, and to place more educational resources on the FSG website to make it the premier online resource in the United States for information on the arts of Asia. As a result of visitor surveys conducted in FY 2011, the FSG has now instituted a Visitor Advisory Team to ensure that recommendations from these surveys are fully incorporated into future efforts to serve the public.

The FSG will achieve the goal of Strengthening Collections by continuing to devote resources to its internationally renowned conservation department and laboratory. Research work in the analysis, study, conservation, and long-term preservation of Asian art objects and materials of Asian art will help guarantee that objects from the FSG's collections and many other museums remain accessible to future generations. In FY 2013, curators and researchers will

continue to study and publish new research on the collections, including ancient Chinese art from Dr. Paul Singer's collection. With the help of a major Getty Foundation grant, work will proceed on an important exhibition and online publication of the Pulverer Collection of Japanese books. The FSG will also collaborate with Ritsumeikan University to digitize more than 100,000 images of Asian art.

With a special allocation of funds to the Smithsonian, the FSG will continue its research into Nazi-era provenance issues. FY 2013 will see the strengthening of the international ties developed in the previous years.

To meet the goal of Mission Enabling, the FSG will continue to improve its administrative efficiencies and reporting mechanisms, ensuring that its workforce is efficient and skilled, and to adopt best practices for safeguarding Smithsonian resources. The FSG has refined data entry into its management tracking system commissioned by ManagePro, which enhances accountability by linking the strategic plans and goals of the FSG directly to departmental activities and outputs. The Museums will also place greater emphasis on linking their work to the Strategic Plan of the Smithsonian as a whole.

NONAPPROPRIATED RESOURCES — General trust and donor/sponsor-designated funds are generated from memberships, Museum shop sales, special events, unrestricted and restricted gifts and grants, and endowment income. The Freer Gallery of Art and the Arthur M. Sackler Gallery are highly dependent upon non-appropriated sources to fund the programs and operations necessary to provide the quality of exhibitions, programs, and publications expected by visitors and scholars, both online and on site.

CENTER FOR FOLKLIFE AND CULTURAL HERITAGE

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2011 ESTIMATE	17	2,295	9	1,294	1	281	1	643
FY 2012 ESTIMATE	17	2,330	9	1,216	5	1,545	0	213
FY 2013 ESTIMATE	17	2,448	9	1,217	7	2,061	0	0

STRATEGIC GOALS: BROADENING ACCESS; REVITALIZING EDUCATION; STRENGTHENING COLLECTIONS; AND MISSION ENABLING

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Broadening Access						
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	9	1,264	9	1,269	0	5
Revitalizing Education						
<i>Education</i>						
Engage and inspire diverse audiences	2	326	2	329	0	3
Strengthening Collections						
<i>Collections</i>						
Improve the stewardship of the national collections	2	215	2	217	0	2
Mission Enabling						
<i>Facilities</i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	0	34	0	140	0	106
<i>Security and Safety</i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors and volunteers	0	100	0	100	0	0
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	1	125	1	125	0	0
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	1	56	1	56	0	0
Modernize the Institution's financial management and accounting operations	2	210	2	212	0	2
Total	17	2,330	17	2,448	0	118

BACKGROUND AND CONTEXT

The Center for Folklife and Cultural Heritage (CFCH) is a research, collections, education, and public programming unit of the Smithsonian Institution with the mission of “promoting the understanding and sustainability of the world’s diverse traditional cultures.” It is the largest of a triumvirate of federal offices (with the Library of Congress’ American Folklife Center and National Endowment for the Arts’ Folk and Traditional Arts program) that supports traditional arts and culture in the United States and abroad. For more than four decades, the CFCH has accomplished this mission through research, documentation, preservation, presentation, education, social enterprise, and publication. It has collaborated with thousands of organizations, foundations, and governments in the United States and worldwide. The Smithsonian Folklife Festival and Smithsonian Folklife recordings are its most visible products, reaching many millions of people each year and earning major recognition, including one of the first Best Practice Citizen Diplomacy awards from the U.S. Center for Citizen Diplomacy, 19 Grammy Award nominations, four Grammys, and one Latin Grammy.

The CFCH, with its highly qualified staff, one-quarter of whom hold doctoral degrees, and first-rate production capabilities for public events, also produces multi-media website features and publications, exhibitions, documentary films, symposia, print publications, educational materials, and more. Ethnographic research and documentation are fundamental to all of its products and anchor its active engagement in high-profile international cultural heritage policy forums. Its Ralph Rinzler Folklife Archives and Collections house, preserve, and provide access to its world-class collections. Professional training efforts offer opportunities for more than 100 interns each year (155 in 2011) and host advanced study Fellows from countries around the world.

For FY 2013, the budget estimate includes an increase of \$12,000 for necessary pay and other related salary costs for existing staff funded under this line item and \$106,000 for rental costs of existing space. Both of these increases are detailed in the Fixed Costs section.

MEANS AND STRATEGY

Research, production capacity, and entrepreneurial resource leveraging are key to the CFCH’s means of accomplishing its core mission. Earned revenues are used to employ half of its staff, create its public products, and deliver them to a broad national and international public of tens of millions. Institutional collaboration and major public impact nationally and internationally are also key to fulfilling its mission. Institutional collaborations (more than 100 partnerships in the past three years), fund raising, and mission-driven business activities leverage the Center’s modest federal investment many times over to reach millions of people per year through the Smithsonian Folklife Festival (one million visitors plus tens of millions via the media and press), Smithsonian

Folkways Recordings (more than 10 million listeners via recordings, radio programs, downloads, and streams), websites (4.5 million visits), and other products. The CFCH also periodically applies its event production capacity to put on other major, national cultural events consistent with its mission, such as the National World War II Reunion, the First Americans Festival for the opening of the National Museum of the American Indian, and programs for the Olympic Games and Presidential inaugurations.

In 2012 and 2013, the CFCH will collaborate with at least eight Smithsonian units, 25 nonprofit organizations, and five foreign countries to create and deliver programmatic content. The 2012 Folklife Festival will celebrate the 150th anniversary of the Morrill Act creating land-grant universities, and explore the mutually beneficial relationship between campus and community, featuring more than 18 American universities. It will also mark the 30th anniversary of the discovery of the AIDS virus and the cultural traditions that have contributed to its avoidance and management. In addition, a rich diversity of evening concerts will add a cultural panorama of performing arts from the United States and at least three foreign countries. The 2013 Festival will mount three major programs: *The Will to Adorn: African American Dress and the Aesthetics of Identity*, partnering with the National Museum of African American History and Culture to explore a wide range of African American expressive traditions; *Endangered Languages Around the World*, calling public attention to the major threat to the majority of the world's 7,000 languages in this century; and *Hungary*, an exploration of Hungary's diverse cultural traditions of today. Also in 2012 and 2013, the CFCH will further harness the power and reach of the Web to broaden access to Festival content far beyond the Mall through programmatic features preceding, during, and following the 10-day Mall event. The CFCH will accomplish this by unveiling a more interactive and improved version of its websites, aggressively aiming in 2012 to increase visits to all of its websites by one million, for a total of 5.5 million.

Smithsonian Folkways Recordings will release more than 35 productions in 2012 and 2013, among them two major initiatives: a multi-CD set of Woody Guthrie's music on the occasion of the 100th anniversary of his birth; and a multi-recording initiative presenting traditional musical styles of the banjo. Also, it will complete its 10-volume series on music of Central Asia and continue its *African American Legacy* and *Tradiciones/Traditions* series of African American and Latino music. By 2013, it will make available to the public the recently acquired UNESCO collection of more than 100 albums of traditional music from dozens of countries around the world. Folkways will continue to extend its reach to millions more listeners, distributing its 3,000 album titles and 45,000 tracks of audio to teachers, students, scholars, and the general public. Digital distribution will expand further, opening new horizons for the creation and delivery of the Center's educational content via downloadable streams, "podcast" feeds, and multi-media video features. Folkways will also bolster its million-plus circulation of digital content from non-Smithsonian websites such as iTunes U. It will expand

its collaboration with a private partner to deliver the entire Folkways collection to more than 425 libraries throughout the continent and beyond. The *Musica del Pueblo* virtual exhibition will expand its offerings of American and Latin American content by featuring even more video and audio recordings as well as text from and about Latino roots musical traditions. This mission-critical content will also generate additional revenues through online and retail sales.

Center curators and research staff will continue to publish books, articles, and Web features, and make professional presentations at gatherings of specialists. One special book in progress will explore curatorial challenges, approaches, and highlights via the Smithsonian Folklife Festival. The CFCH's Cultural Heritage Policy team will continue its vital participation in U.S. and UNESCO cultural heritage policy formulation through consultation with the U.S. Department of State, cooperative work with UNESCO, and collaborations with other national and international organizations.

The yield from ethnographic research and multi-media primary sources will add to the Ralph Rinzler Folklife Archives and Collections' strategically important holdings of music and cultural traditions from the United States and around the world. The Folklife Archives will tackle two principal challenges in 2012 and 2013 — receiving a plethora of incoming ethnographic research, and assessing, cataloguing, preserving, and making available endangered, valuable, multi-media holdings through sharp prioritization of delicate and critical collections materials. Its work will be supported by a \$335,500 grant from the Save America's Treasures program to digitize and preserve the entire Moses and Frances Asch collection of recordings and documentation, recognizing the national and international prominence of the Folkways collections.

Through these activities, the CFCH will take major steps to fulfill the Smithsonian Grand Challenges of Understanding the American Experience and Valuing World Cultures. The CFCH will contribute to the Smithsonian's goal of Mission Enabling by taking special measures to provide for the security and safety of people and property on the National Mall during the Festival period, and for equipment collections in need of adequate storage year-round. The Center will also continue to improve its information technology infrastructure and related project budgeting and planning.

NONAPPROPRIATED RESOURCES — General trust funds support salaries and benefits of personnel. Donor/sponsor-designated funds cover costs related to specific projects such as the Smithsonian Folklife Festival and several other educational programs. Income from sales of Smithsonian Folkways Recordings pays staff salaries and expenses. In 2011, more than \$4.4 million was raised in outside revenues, grants, and contracts. The CFCH is part of the planned Smithsonian National Campaign, with a goal of raising private funds to support the mission of the Center.

COOPER-HEWITT, NATIONAL DESIGN MUSEUM

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2011 ESTIMATE	32	4,051	25	3,746	13	5,885	0	104
FY 2012 ESTIMATE	33	4,207	26	3,950	13	5,593	0	260
FY 2013 ESTIMATE	33	4,240	26	3,950	13	5,593	0	260

STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; REVITALIZING EDUCATION; STRENGTHENING COLLECTIONS; AND MISSION ENABLING

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Excellent Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	4	325	4	330	0	5
Broadening Access						
<i>Digitization and Web Support</i>						
Provide improved digitization and Web support	1	90	1	100	0	10
<i>Public Programs</i>						
Provide reference services and information	1	120	1	120	0	0
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	4	295	4	300	0	5
Revitalizing Education						
<i>Education</i>						
Engage and inspire diverse audiences	3	250	3	250	0	0
Strengthening Collections						
<i>Collections</i>						
Improve the stewardship of the national collections	7	1,622	7	1,630	0	8
Mission Enabling						
<i>Facilities</i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	8	885	8	885	0	0
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	1	167	1	167	0	0
<i>Management Operations</i>						
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	1	105	1	105	0	0

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Modernize the Institution's financial management and accounting operations	2	268	2	268	0	0
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	80	1	85	0	5
Total	33	4,207	33	4,240	0	33

BACKGROUND AND CONTEXT

Cooper-Hewitt, National Design Museum (CHNDM), in New York City, is one of two Smithsonian museums located outside of Washington, DC. CHNDM is the only museum in the nation dedicated exclusively to historic and contemporary design. Its collection is international in scope and encompasses 217,000 objects representing 24 centuries of design, from China's Han Dynasty (200 B.C.) to the present. The Museum presents compelling perspectives on the impact of design on daily life through active educational programs, exhibitions, and publications.

As the design authority of the United States, CHNDM's programs and exhibitions demonstrate how design shapes culture and history — past, present, and future. To achieve the Institution's goals of Broadening Access and Revitalizing Education, the Museum will continue its dynamic exhibition programming and active roster of educational and public programs, as well as expand the number of programs offered in venues outside the New York metropolitan area in 2013. Together, these programs will help CHNDM engage larger, more diverse audiences, and fulfill its mission to serve as a catalyst for design education, throughout the nation and internationally.

The Museum devotes resources to ensure the advancement of knowledge in the humanities by fostering a greater understanding of the role of design in everyday life and its impact on shaping the built environment of the past, present, and future; and to encourage the "by-products" of design thinking — such as creative problem solving and team work — in other disciplines and areas of life, through interactive, engaging in-person and online experiences.

For FY 2013, the budget estimate includes an increase of \$19,000 for necessary pay and other related salary costs for existing staff funded under this line item. In addition, CHNDM requests \$14,000 to support lease costs. Both of the above increases are included in the Fixed Costs section.

MEANS AND STRATEGY

In FY 2013, Cooper-Hewitt's 91st Street facility will remain closed to the public due to major renovations. This will require the Museum to secure off-site locations to present exhibitions and provide educational opportunities. This period of time during the renovation has been coined "On the Move."

To achieve the goal of Broadening Access, CHNDM will concentrate its resources on maintaining a world-class exhibition program, physical and virtual, that will attract diverse audiences and provide visitors with a balance of historic and contemporary design shows.

During the spring of 2013, CHNDM will present *MOD New York*, an exhibition co-organized with the Museum of the City of New York (MCNY). It will be installed at MCNY. *MOD New York* will celebrate New York City's role as a center of revolutionary style from the 1960s through the early 1970s, when people converged in New York from around the world to push the leading edge of culture. From fashion design to products, architecture, graphics, and interiors, designers explored new materials, radical shapes, and global influences, embracing the curves and rhythms of a rapidly changing world.

CHNDM resources will continue to support the strategic goal of Excellent Research, ensuring the advancement of knowledge in the humanities through exhibition-related scholarly research to create the most innovative and educational exhibitions for the public.

In addition to the exhibition planned for FY 2013, the Museum will be working on several exhibitions for the late fall of 2013 grand re-opening of the Museum — *Design Across the Smithsonian*, *This is Design*, *Maira Kalman Selects from the Collection*, and *History of the Carnegie Mansion*, among others. The Museum will also be working on several publications to accompany these exhibitions — a collections handbook; a design book for children, written and illustrated by Maira Kalman; a K–12 education textbook; and a book on the Carnegie Mansion.

To achieve the goal of Strengthening Collections, the Museum will catalogue and put an additional 3,000 objects in the electronic collections information system and on the Web by the end of FY 2013. The Museum will also continue to support an on-site graduate program with the New School/Parsons on the history of decorative arts and design, which will enable students and scholars to access objects in CHNDM's collections.

CHNDM will achieve the goal of Revitalizing Education by continuing to engage and inspire diverse audiences through continual national outreach efforts. Cooper-Hewitt offers a wide variety of educational opportunities and programs, most of which are free. The goal across all of the programs is to engage K–12 students in the design process through active observation, critical discussion, creativity, and presentation. The programs foster collaboration among students, teaching them how to work in teams, and to define problems and find solutions, while improving their verbal and written communication skills. During the time Cooper-Hewitt is "On the Move" and unable to host school groups, it will bring design workshops into classrooms across New York City and other off-site locations.

The Museum will also continue to offer an expanded Smithsonian Design Institute program nationally as well as in New York City. This program is geared to K–12 educators and draws a steadily increasing national and international audience each year. In 2013, special emphasis will be placed on using the design process to enhance science, technology, engineering, and math (STEM) skills.

CHNDM hopes to make its educational opportunities available to a broader audience in FY 2013 through greater use of the World Wide Web. In particular, the Museum plans to devote resources to increasing the accessibility of its educational programs through its website for K–12 teachers, (www.educatorresourcecenter.org), through increased components of the *City of Neighborhoods* educational programs and Smithsonian Design Institute educational programs to support the growing network of program participants and to make program resources available to broader audiences. The Educators' Resource Center is a website that uses downloadable lesson plans aligned to national standards to show K–12 teachers how design-based learning works with diverse learning styles. These online tools provide educators with the resources they need to engage in the design process and use it effectively in their classrooms.

To further the Smithsonian's goal of Mission Enabling, CHNDM will enhance its reputation, and that of the Smithsonian, by continuing to secure significant media coverage across national and international print and digital platforms such as *The New York Times*, *The Washington Post*, and *The Wall Street Journal*, as well as general interest publications and those relating to all fields of design. Cooper-Hewitt will maintain and cultivate substantive relationships with the public, its existing membership community, state and local governments, children, educators, business leaders, and designers.

Mission Enabling support goals will be achieved through reviews of on-site and off-site storage, redesign of CHNDM's website to create a world-class online resource for design education, and streamlined financial systems to improve the efficiency of the procurement process. Additionally, the Museum has embarked upon an ambitious two phase renovation project.

Phase One, (Townhouse) of the Museum's renovation was completed in 2011. The renovation provides a new public entrance on East 90th Street for direct access to a modernized National Design Library with two reading rooms and a rare book facility. The renovated space also includes curatorial and administrative offices, and an additional classroom.

Phase Two, Museum (Carnegie Mansion) renovation, which began in FY 2012, will increase exhibition space with a spectacular new third-floor gallery, restored historic fabric, and greater access to the Museum's collections through

the new *This is Design* exhibition, which will fill the first-floor galleries with highlights from the collections, and will include some interactive components.

The renovation is a critical project that will enable the Museum to play an important and vibrant role locally and globally. After the renovation, it is estimated that the Museum will experience 100 percent growth in the number of students participating in Cooper-Hewitt's programs, and surpass 300,000 visitors to the Museum per year. Only with renovated and improved facilities will Cooper-Hewitt be able to accommodate this growth and fulfill its mission as the nation's design education resource and authority for design enthusiasts of all ages.

NONAPPROPRIATED RESOURCES — Non-appropriated resources support 70 percent of the Museum's operating budget. General trust funds are generated from memberships, Museum shop sales, admissions, special events, and unrestricted donations. General trust funds support salaries and benefits of administrative personnel, development and business activities, and other program-related costs. The Museum also raises funds from private sources to support research, exhibitions, public programs, and administrative functions. This includes securing donations for new exhibitions, educational initiatives, and public outreach. Donor/sponsor-designated funds are critical to support exhibitions and educational initiatives. In addition, significant endowment gifts support research, exhibitions, public programs and administrative functions. The Museum embarked on a Capital Campaign and has achieved the \$54 million renovation goal, and 70 percent of its \$10 million endowment goal. A public-private partnership supports the Museum with private funds contributing one and one-half dollars for every federal dollar spent. Every member of the Museum's Board of Trustees has contributed to the campaign, and both New York City and New York state are also supporting the campaign.

HIRSHHORN MUSEUM AND SCULPTURE GARDEN

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2011 ESTIMATE	37	4,347	1	1,153	24	4,880	0	0
FY 2012 ESTIMATE	37	4,349	1	1,153	24	7,010	0	0
FY 2013 ESTIMATE	37	4,370	1	1,153	24	7,010	0	0

STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; REVITALIZING EDUCATION; STRENGTHENING COLLECTIONS; AND MISSION ENABLING

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Excellent Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	2	294	2	294	0	0
Broadening Access						
<i>Digitization and Web Support</i>						
Provide improved digitization and Web support	1	117	1	117	0	0
<i>Public Programs</i>						
Provide reference services and information	2	284	2	284	0	0
<i>Exhibitions</i>						
Offer compelling, first class exhibitions	12	1,492	12	1,493	0	1
Revitalizing Education						
<i>Education</i>						
Engage and inspire diverse audiences	4	453	4	453	0	0
Strengthening Collections						
<i>Collections</i>						
Improve the stewardship of the national collections	9	1,111	9	1,111	0	0
Mission Enabling						
<i>Facilities</i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	1	92	1	92	0	0
<i>Management Operations</i>						
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	2	162	2	162	0	0
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	1	75	1	75	0	0

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Modernize the Institution's financial management and accounting operations	2	203	2	213	0	10
Modernize and streamline the Institution's acquisitions management operations	1	66	1	76	0	10
Total	37	4,349	37	4,370	0	21

BACKGROUND AND CONTEXT

The Hirshhorn Museum and Sculpture Garden (HMSG) is a leading voice for contemporary art and culture, and provides a national platform for the art and artists of our time. The Museum seeks to share the transformative power of modern and contemporary art with audiences at all levels of awareness and understanding by creating meaningful, personal experiences in which art, artists, audiences, and ideas converge. The HMSG enhances public understanding and appreciation of contemporary art through acquisition, exhibitions, education and public programs, conservation, and research.

The Museum allocates resources to further the Institution's goals so that progress toward one goal supplements work toward the others. For instance, through its efforts to pursue the goal of Excellent Research, the HMSG has developed a deep expertise in the conservation of time-based media works that are at the forefront of contemporary art, and this knowledge enables the Museum to sustain these works under the goal of Strengthening Collections, and to display these works in compelling exhibitions under the goal of Broadening Access.

The HMSG dedicates a significant portion of its resources to the Institution's goal of Broadening Access, primarily through its presentation of insightful, deeply researched exhibitions of modern and contemporary artists, many of them with novel thematic interpretations that win critical and public acclaim. The HMSG supplements these exhibitions with an active roster of public programs, critical essays, and carefully selected images in original catalogues, and through continued progress in digitizing images of every work in the collection and posting them to the Museum's website.

The Museum's extensive collection is central to its purpose, and, pursuant to the Institution's goal of Strengthening Collections, the HMSG dedicates another substantial portion of its resources to the preservation of its thousands of artworks. Moreover, the HMSG makes these artworks available to museums around the country with a very active loan program, and lends staff expertise on conservation matters to arts organizations around the globe.

The Museum contributes to the goal of Revitalizing Education with numerous educational programs, including a gallery interpretive guide project that is adapted to audience areas of interest and ongoing research from many

fields of contemporary culture, and efforts to bring senior, non-museum education professionals into programs where they can expand on the HMSG's didactic approaches. The Museum pursues the goal of Mission Enabling by constantly improving its financial and administrative management tools and procedures.

For FY 2013, the budget request includes an increase of \$21,000 for necessary pay and other related salary costs for existing staff funded under this line item.

MEANS AND STRATEGY

In FY 2013, Excellent Research continues as the Museum develops a major public forum on the intersections of art, design, technology and education, featuring international subject-matter experts and an interactive online component effectively extending participation to audiences far beyond the walls of the Museum. Also, the Museum will expand its series of online and on-site programs dealing with the role of technology and new media in contemporary art and museum culture.

In FY 2013, exhibitions will remain at the forefront of the Hirshhorn Museum and Sculpture Garden's missions to broaden access to the arts and, specifically, to increase public understanding and engagement in the transformative power of modern and contemporary art.

The Museum will open the year with a major exhibition of recent work by Chinese artist Ai Weiwei. This large, multi-media exhibition, which will be a collaboration with the Mori Museum in Tokyo, Japan, and the Cincinnati Art Museum, will introduce American museum-goers to the beautiful and intellectually poignant work of one of China's most significant and influential living artists. This will be followed by another major exhibition called *Damage Control: Art and Destruction since 1950*. The Museum's chief curator, Kerry Brougher, will organize and oversee this show.

The Museum's distinctive *Directions* series will continue, in FY 2013, to feature work by important emerging national and international artists. Potential collaborations currently under consideration include projects with Peter Coffin, Antonio Rovaldi, Sharon Lockhart, Sarah Morris, David Claerbout, and Rafael Lozano-Hemmer. A continuing series of moving-image artworks by emerging national and international artists will also be displayed in the Museum's dedicated Black Box gallery space. All exhibitions presented in FY 2013 will be complemented by a combination of public tours led by interpretive guides, docents, and invited specialists, lectures and other public programs, and brochures, catalogues, and online educational resources.

Substantial planning and development will continue in FY 2013 for major exhibition projects opening in upcoming years, including: a thematic survey of the imagery and processes of destruction in international, postwar art; a survey of the role of the landscape in American, 20th-century abstract art; a thematic exploration of animation and new moving-image technologies in art; and a major, historical, international survey of surrealist sculpture. The Museum will also move ahead in FY 2013 with plans for a large-scale exhibition in FY 2014, celebrating the Museum's 40th anniversary with a thematic exhibition project highlighting the Museum's collection and exploring the role and meaning of the art museum in 21st-century society.

Two major commissions for FY 2013 with important American artists further the Museum's longstanding commitment to creative collaboration with contemporary artists. Early in the year, renowned American conceptual artist Barbara Kruger will transform the public areas of the Museum's lower level with a dramatic, customized overlay of text and images.

With a newly redesigned website, one that starts with the methods of social media rather than merely accommodating them, the Museum will further the goal of Broadening Access by engaging with local and remote audiences as they draw in information with individualized knowledge portals. HMSG will also refine its communication procedures to diffuse deep knowledge of contemporary art and culture, whether presented in the Museum or elsewhere, and not merely chatter about events. The Museum will still publish original catalogues to complement the viewing of its exhibitions and produce other books that examine design and cultural shifts of the early 21st century.

The Museum will support Revitalizing Education with a range of programs geared toward people with varying levels of art experience and cultural interests, and by expanding or revising the concept of a museum as a center of learning. One or more working artists will design and lead Artist at Work with Youth workshops for elementary school-aged children, with three sessions in both the fall and spring. Artists will also present their ideas and inspirations to people of all ages in the "Meet the Artist" programs and "In Conversation" interviews and panel discussions. The Museum will draw upon a wide pool of artists, researchers, and experts from unexpected fields to provide interpretive tours in Friday Gallery Talks, and it will present Washington's most thought-provoking film series, portraying art and critical thought from independent artists and documentary film makers from around the world. In concert with major educational foundation sponsors, HMSG will expand the ARTLAB+ program, a design studio for teens that hosts workshops where teens learn and explore using digital media. The Museum will sustain its "Interpretive Guides" program, which brings advanced art students into the galleries to aid visitors' critical experience with art on display, and which develops the students' own education objectives and teaching skills. Finally, the Museum's signature "After Hours"

programs will once again provide the nation's capital with high-energy, live musical performances and extended hours for the exhibition galleries.

In FY 2013, the Museum's main action toward Strengthening Collections will continue be its multi-year project to shift approximately 50 percent of the permanent collection to a secure storage location at the Museum Support Center (MSC) in Suitland, Maryland. The ongoing move is intended to be completed in FY 2013 and will improve the storage conditions of permanent collection artworks both at HMSG and MSC, as well as make the breadth of the collection more accessible to Smithsonian museums and visiting museum professionals from around the world. Further developing itself as a center for research and preservation of time-based media (e.g., film, digital video and audio) artworks, the HMSG will present the symposium TechFocus II with partner institution, the American Institute for Conservation of Historic and Artistic Works.

Efforts to photograph and catalogue the entire permanent collection will be brought to near completion, a project supported by conservation surveys of select works in specialized media, and bringing ever more of the collection to the public via extensive search features on the Museum's public website. Pending completion of space redesign plans for the Museum's lower level in late FY 2011, work will begin on upgrading and expanding the conservation laboratories.

Under the goal of Mission Enabling, the Museum will continue to pursue capital projects that merge the functional with the artistic through the inclusion of artists and designers with central Smithsonian engineering. The Museum will continue to refine its public spaces for visitors who apply mobile technology in every facet of life, and expect access to Web-based knowledge and social media platforms to enliven their interpretive experience as they explore Museum galleries. The HMSG administration will institute long-range program planning reviews to improve resource allocation, funds management, and more effective cost sharing of major exhibitions and programs with outside organizations.

NONAPPROPRIATED RESOURCES — General trust funds support salaries and benefits of administrative and development personnel, as well as some programs and public relations staff, development activities, and exhibition and program-related costs. Donor/sponsor-designated funds support development, exhibitions, public programs, communications, and marketing.

NATIONAL MUSEUM OF AFRICAN ART

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2011 ESTIMATE	27	4,452	2	570	2	784	0	0
FY 2012 ESTIMATE	27	4,284	3	601	2	784	0	0
FY 2013 ESTIMATE	27	4,303	3	601	2	784	0	0

STRATEGIC GOALS: EXCELLENT RESEARCH, BROADENING ACCESS; REVITALIZING EDUCATION; STRENGTHENING COLLECTIONS; AND MISSION ENABLING

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Excellent Research						
Engage in research and discovery	3	463	3	463	0	0
Broadening Access						
<i>Digitization and Web Support</i>						
Provide improved digitization and Web support	1	112	1	112	0	0
<i>Public Programs</i>						
Provide reference services and information	4	514	4	514	0	0
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	8	1,321	8	1,340	0	19
Revitalizing Education						
<i>Education</i>						
Engage and inspire diverse audiences	4	526	4	526	0	0
Strengthening Collections						
<i>Collections</i>						
Improve the stewardship of the national collections	3	693	3	693	0	0
Mission Enabling						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	1	156	1	156	0	0
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	3	499	3	499	0	0
Total	27	4,284	27	4,303	0	19

BACKGROUND AND CONTEXT

Africa — the cradle of humanity — is part of everyone's heritage. The mission of the National Museum of African Art (NMAfA) is to inspire conversations about the beauty, power, and diversity of African arts and cultures worldwide. The Museum's vision is to be the world's leading center of scholarly and artistic excellence on the arts of Africa. The Museum accomplishes its mission and vision through effective use of its unparalleled collections, exhibitions, programs, publications, and educational initiatives, which will be widely accessible and strengthened through collaborations with African, diasporic, and global arts communities. The Museum collects and exhibits ancient to contemporary works of art from the entire continent of Africa. NMAfA's activities and programming support the Grand Challenges of the Smithsonian's Strategic Plan, particularly in the areas of Valuing World Cultures and Understanding the American Experience.

To achieve the goal of Broadening Access, the NMAfA dedicates resources to the Web and to the Museum's social media capabilities, integrates digital technology in exhibitions, provides online educational resources, and promotes public access to the Museum's art and photographic collections. A key component of Museum operations is the creation of temporary and semi-permanent exhibitions of artworks from its own collection and from other museum and private collections. In FY 2013, the NMAfA will have two concurrent exhibitions on view, featuring works from the permanent collection, one of which is temporary and includes a publication. An FY 2012 temporary exhibition featuring traditional and contemporary art — much of it from the Museum's collection — includes a publication and continues through the first quarter of FY 2013. In addition, in FY 2013, the Museum will present three temporary exhibitions (two of contemporary art, and one that mixes traditional and contemporary art) all organized by the Museum and including publications.

Of the NMAfA-organized exhibitions, one includes a publication and features photographs from the Museum's Eliot Elisofon Photographic Archives and objects from the art collection. The second, also accompanied by a publication, includes a mixture of Museum and loan objects, both traditional and contemporary, exploring African cultural astronomy and the arts. The third, which also includes a mixture of Museum and loan objects, both traditional and contemporary, explores the earth as material and metaphor in the arts of Africa; it is also accompanied by a publication. The fourth, which includes a publication and has been developed by the Museum in collaboration with a guest curator, features the work of Moroccan artist Lalla Essaydi, showing paintings and photographs drawn from other museums and private collections. The fifth exhibition, which is developed by the Museum in collaboration with a guest curator, features recent photographs by South African photographer Roger Ballen; it includes a publication. Finally, the Museum's sixth exhibition, *African Mosaic*, features traditional, contemporary, and popular arts of Africa from the Museum's permanent collection; it does not include a publication other than a "How to Look" guide. The Museum will not host any touring exhibitions in FY 2013; however, the Museum will seek venues for all five temporary exhibitions noted above. A number of these exhibitions will extend into

FY 2014. In addition, the NMAfA will help plan a reinstallation of selected artworks from the Walt Disney-Tishman African Art Collection, as well as develop exhibition plans for a renovated gallery space on the Museum's third level.

The NMAfA will present new educational programs online, continue to catalogue objects and images from its collections for online access, and expand its outreach to local communities and underserved or new audiences, particularly African immigrant communities and young adult audiences. In keeping with the Smithsonian's Strategic Plan, the NMAfA will forge meaningful collaborations within and outside the Smithsonian, and strengthen its networking nationally and internationally — particularly on the continent of Africa.

The NMAfA will achieve its goal of Broadening Access through organizational excellence by continuing to improve information technology (IT) operations, staff performance, and media relations and marketing. A comprehensive IT plan will integrate all of the Museum's IT operations. A media and marketing strategy, renewed annually, will expand the Museum's visibility and membership, and promote its programs locally, nationally, and internationally. A fundraising plan, renewed annually, will enhance the Museum's capacity to offer outstanding exhibitions, publications, programs, and outreach. Furthermore, the Museum will continue to assess its effectiveness in reaching out to educators, scholars, and the public through continued use of visitor surveys and other performance evaluation tools.

FY 2013 will see advances in the Museum's operational plan, which complements the NMAfA's strategic plan that was completed in FY 2011. As a way to establish the staff as stakeholders in the success of the NMAfA, the goals of the Museum's strategic plan and the Secretary's goals will continue to be integrated into the performance plans of all staff members. Emphasis will be on public visibility and customer-centered performance. At the same time, quality programming and ongoing research will continue to be the foundation for all NMAfA programs, including exhibitions.

The Museum will continue to increase its public visibility and fulfill its mission to various stakeholders, including students, teachers, cultural community organizations, the diplomatic corps, African immigrant groups, scholars, collectors, and volunteers located in the metropolitan Washington, DC area. An enhanced Web presence and social media capabilities will expand the Museum's visibility and impact nationally and internationally.

For FY 2013, the budget estimate includes \$19,000 for necessary pay and other related salary costs for existing staff funded under this line item.

MEANS AND STRATEGY

The NMAfA will achieve the goals of Broadening Access and Revitalizing Education by directing resources to activities that will result in consistently high-quality programs and larger audiences. In FY 2013, the Museum will provide

greater Web and digital access to NMAfA collections through enhanced navigation features via eMuseum and multi-media applications, and by completing additional image and object catalogue records for the Museum's public access database. The Museum's website will be revised and expanded to include additional podcasts, blogs, Facebook and Twitter options, online educational resources, activities for younger audiences, and an expanded Web presence for the Eliot Elisofon Photographic Archives.

Funding and staff permitting, the NMAfA will continue to seek visitor feedback on exhibitions and programs, and implement performance assessments of its public programs. In anticipation of the development of a gallery devoted to the permanent collection, the Museum will begin to hold "town hall" meetings with teachers of primary, secondary, and college students, as well as representatives from the Museum's African Immigrant Advisory Group and local community groups, to solicit input for future exhibitions and activities. These efforts will result in more effective planning and development of programs and services which will enable the Museum to successfully reach its target groups and expand its audience base. In addition, marketing strategies will be reviewed and tested to determine the most effective ways to engage and communicate with diverse audiences.

Ongoing educational programs will include "Africa in Motion" musical and dance performances, programs geared to younger visitors and family groups, such as "Let's Read About Africa," storytelling and art-making activities, exhibition-related teacher/student workshops, and an annual Community Day. The NMAfA will also use lectures, gallery tours, and film series based on the Museum's current exhibitions to attract mixed-generation audiences. For adult audiences, the Museum will continue its highly successful film and lecture series, drawing on current exhibitions and featuring noted scholars and artists.

The Museum will continue its quarterly Conservation Clinics to educate the public about conservation and the important relationships linking science, technology, and art. Ongoing quarterly Curatorial Clinics will continue to provide opportunities for members of the public to learn about African art forms, styles, materials, and contexts of use as part of museum connoisseurship and object quality assessments. To educate casual and serious collectors of African art, the Museum's website will be expanded to include helpful tips on object identification, assessment, and care.

To achieve the goal of Strengthening Collections, the Museum will continue online cataloguing of its art and photographic collections; the NMAfA's priorities will continue to be the Walt Disney-Tishman African Art Collection and the Eliot Elisofon Photographic Archives. Digital access to these materials will facilitate research and study by students, teachers, scholars, conservators, and the general public. The Museum will continue its efforts to integrate contextual photographs from the Eliot Elisofon Archives with related objects in the collection.

The Museum's *Walt Disney-Tishman Highlights* exhibition will close in the third quarter of FY 2012 to prepare the gallery for a temporary exhibition opening at the start of FY 2013 of photographs from the Eliot Elisofon Photographic Archives. The FY 2011 exhibition *African Mosaic*, which features selected highlights from the Museum's acquisitions over the last decade, will continue through FY 2013 and into FY 2014, although plans will be developed to transition this exhibition into a gallery devoted to the permanent collection but featuring changing cases and rotating themes. *African Cosmos: Stellar Arts*, a major exhibition that opened in FY 2012 and features traditional and contemporary artworks drawn from the Museum's collections, will continue through part of FY 2013. The FY 2012 exhibition *Lalla Essaydi: Revisions*, featuring the work of Moroccan artist Lalla Essaydi and developed by the Museum in collaboration with a guest curator, will continue through part of FY 2013.

Three new and innovative exhibitions organized by the Museum are slated to open in FY 2013. *Chief S.O. Alonge: Photographer to the Court of Benin, 1926–1989* will celebrate the history of Nigerian photography with a special focus on the Museum's collection of photographs by one of Nigeria's early premier photographers. As an official photographer for the Royal Court of the Benin Kingdom, Alonge documented the rituals, pageantry, and regalia of the court for more than a half century. The exhibition, drawn from the collection of the Eliot Elisofon Photographic Archives, will feature selected photographs and other materials that explore the history of photography in Nigeria, with a concentration on Alonge's contributions. The exhibition and accompanying publication, which will be developed and authored by the Museum's supervisory archivist in collaboration with an NMAfA curator and an outside scholar, will also highlight works of art from the court of Benin in the Museum's permanent collection and rare collections of Nigerian photography in the Museum's Eliot Elisofon Photographic Archives.

Six months later, the Museum will open *Earth Matters: Land as Material and Metaphor in the Arts of Africa*, a groundbreaking exhibition featuring some 100 works of traditional and contemporary African art, including many works from NMAfA's permanent collection. The exhibition explores African knowledge of the land and how African cultures draw on the earth as symbol and metaphor, particularly in the visual and performing arts. The exhibition will be accompanied by a major publication, authored by one of the curators, and with contributions by selected scholars and artists. Several months later, the Museum will open *Drawing and Collaboration: Recent Photography by Roger Ballen*, a contemporary exhibition with a publication organized by the Museum in collaboration with a guest curator. The exhibition of approximately 50 photographs explores the artist's use of drawing to create photographs which are both expressive and gestural and result from a collaborative endeavor with others. The Museum will not host any loan exhibitions in FY 2013.

During FY 2013, the Museum will devote staff resources to the planning of exhibitions in FY 2014 and beyond, including the reinstallation of 60 works from the Walt Disney-Tishman African Art Collection. Staff members will also devote

considerable effort to planning the installation of a reconfigured gallery devoted to the Museum's permanent collection. This long-term display of selected works from the NMAfA's permanent collection will attract general audiences, collectors, and scholars, as well as local school groups that rely on consistently available works of art for their themed tours and curriculum projects. In FY 2013, the Museum will continue to develop rotating exhibitions from the permanent collection for the small Point of View gallery, when it is not in use for large contemporary exhibitions. The Museum will also prepare for the FY 2014 opening of *Artists in Dialogue 3*, a signature exhibition that will bring two contemporary artists and their selected works into dialogue with each other, and *Divine Comedy*, a major contemporary exhibition organized by the Museum in collaboration with a guest curator. Finally, the Museum will host a meeting of artists and scholars to develop plans for an FY 2015 exhibition focused on African women artists.

In FY 2013, the NMAfA will develop a schedule to deaccession works from the art collection. Additionally, the Museum will continue to assess and refine the FY 2012 move of selected works from the permanent collection to off-site storage in Pod 3 of the Museum Support Center.

To address the goal of Broadening Access, the NMAfA is focusing resources in several areas: IT operations, staff performance and accountability, and relations with the media. The Museum's IT plan has integrated information technology functions for administration, collections management, exhibitions, and public access. The IT plan will be reviewed on an annual basis, with updates made as needed. Museum administrators will use the five-year strategic plan and feedback from visitor surveys to conduct annual reviews and updates to the NMAfA's operational plan that ensure quality public programs and experiences for all audiences.

Accountability is being achieved by integrating the NMAfA's strategic goals and operational plans and the Secretary's annual goals into performance plans for all Museum staff members. In addition, personnel and programmatic management responsibilities have been incorporated into the performance plans of all department heads to provide more effective programs, activities, and relevant projects that meet the expectations of the Museum's audiences and visitors. Educational brochures and special websites will increase the educational value of NMAfA exhibits. The Museum intends to forge better relations with media, corporations, foundations, community interest groups, and congressional representatives by expanding its contact base and distributing more information about the Museum.

NONAPPROPRIATED RESOURCES — General trust funds support staff salaries, benefits, and travel. Funds raised from individual and corporate donors will support NMAfA's major exhibition efforts in FY 2013, including exhibition-related publications, educational programming, and outreach. Corporate and foundation sponsorships support the planning and implementation of exhibitions, including installation expenses and exhibition-related public programming, travel, and curatorial collaborations.

Introduction, *Understanding the American Experience*

America is an increasingly diverse society that shares a history, ideals, and an indomitable, innovative spirit. The Smithsonian will use its vast resources across disciplines to explore what it means to be an American and how the disparate experiences of individual groups strengthen the country as a whole, and to share our story with people of all nations.

RESEARCH Goal: The Smithsonian advances and synthesizes knowledge that contributes to understanding the American experience, particularly with regard to its history, art, and culture, as well as its connections to the rest of the world.

ACCESS Goal: The Smithsonian turns knowledge into awareness, action, and results, and encourages American cultural vitality.

UNITS primarily associated with this Grand Challenge:

- **Anacostia Community Museum**
- **Archives of American Art**
- **National Museum of African American History and Culture**
- **National Museum of American History, Behring Center**
- **National Postal Museum**
- **National Museum of the American Indian**
- **National Portrait Gallery**
- **Smithsonian American Art Museum**

ANACOSTIA COMMUNITY MUSEUM

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2011 ESTIMATE	17	2,059	2	351	0	180	1	16
FY 2012 ESTIMATE	18	2,060	2	339	0	494	0	16
FY 2013 ESTIMATE	18	2,070	2	351	0	494	0	10

STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; REVITALIZING EDUCATION; STRENGTHENING COLLECTIONS; AND MISSION ENABLING

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Excellent Research						
<i>Research</i>						
Engage in research and discovery	2	316	2	447	0	0
Ensure the advancement of knowledge in the humanities	1	131	1	131	0	0
Broadening Access						
<i>Public Programs</i>						
Provide reference services and information	3	389	3	391	0	2
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	3	389	3	393	0	4
Revitalizing Education						
<i>Education</i>						
Engage and inspire diverse audiences	1	69	1	69	0	0
Strengthening Collections						
<i>Collections</i>						
Improve the stewardship of the national collections	3	288	3	288	0	0
Mission Enabling						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	2	216	2	216	0	0
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	1	86	1	86	0	0
Modernize the Institution's financial management and accounting operations	1	88	1	92	0	4
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	89	1	89	0	0
Total	18	2,060	18	2,070	0	10

BACKGROUND AND CONTEXT

Since its inception as the first federally funded, community-based museum on September 15, 1967, the Anacostia Community Museum (ACM) has faced unique challenges related to mission, resources, and location. In that time, ACM has developed into a valuable cultural resource for the region and the country, setting a groundbreaking direction in terms of traditional museological thought and practice.

Although the original intent of the Smithsonian's establishment of what was initially called the Anacostia Neighborhood Museum was for audience development and outreach — to take the Smithsonian's cultural and historical treasures into neighborhoods whose residents did not venture to the Mall — residents quickly participated in helping to make the Museum relevant to their own experiences. Within months of opening, the community rejected the eclectic collection of Smithsonian holdings being displayed. The Museum quickly modified its focus to engage the predominantly African American local residents (97 percent) in the documentation, preservation, and interpretation of history and culture from a community-based perspective. It was the forerunner in using this approach to collaborate directly with different sectors of communities, including local museums, religious institutions, and arts, cultural, and civic organizations, to mobilize, organize, and equip them to research, document, interpret, and preserve their cultural heritage through research, education, and training programs.

Over the past decade, the region has seen subtle but dramatic shifts in local demographics. In order to remain relevant to the community, and to sustain the Museum's unique standing within the Smithsonian framework, the ACM mission and vision were revised in 2008. With input from a broad range of stakeholders, the focus of the Museum was revised. The new mission moves ACM from a specifically ethnic focus to one that examines issues that impact urban communities. ACM is now committed to a mission that will challenge perceptions, generate new knowledge and deepen understanding about the ever-changing concepts and realities of "community." Now in the forth year of a five-year strategic plan (FY 2009–FY 2013) that was developed to ensure viability and sustainability in the future, the Museum is focused on the documentation and interpretation of the impact of historical and contemporary social and cultural issues on Anacostia and other urban communities throughout the region, the country, and the world. The Museum's new identity is a return to its original charter as a community museum. However, the new direction defines the term "community" in much broader terms.

For FY 2013, the budget estimate includes an increase of \$10,000 for necessary pay and other related salary costs for existing staff funded under this line item.

MEANS AND STRATEGY

ACM will continue to work toward accomplishing the Institution-wide goal of inspiring generations through knowledge and discovery. ACM will embrace the Smithsonian Grand Challenges and use its resources, strengthened through collaborative efforts, in research, exhibitions, collections, and public and education programs. Using resources that engage the broad range of Smithsonian and external partners, ACM will draw upon those things that bring groups of people together — social, ethnic, religious, geographic, and other commonalities. Specifically, the Museum will work with community partners to document and preserve local heritage, identify cultural materials at risk, document significant local cultural materials, and develop an interpretation and appreciation of them through regionally based educational activities, publications, and exhibitions. Through its website, the Museum will disseminate information on heritage and community preservation projects.

The final portion of a three-part exhibition series entitled *Call and Response: Community and Creativity* will take place in 2012 and FY 2013. The third segment of this exhibition series, *Citified: Creative Acts* and the *Albus Cavus Collective: Neighborhood Palette*, will begin installation in various off-site community venues in May 2012. This coincides with facility lighting upgrades that include all galleries, program spaces, and some work areas. Since the Museum will be closed to the public during the capital improvements, ACM's community partners — who have been involved with the *Call and Response* project for more than two years — will host portions of the exhibition at locations throughout the community and at Mall locations.

Another major initiative for 2012 and FY 2013 is a series of events commemorating the ACM's 45th anniversary. The ACM 45th anniversary exhibition, *Reclaiming the Edge: Urban Waterways and Civic Engagement*, will open on September 15, 2012 and will fully reflect the launch of the Museum's new, broader mission. *Reclaiming the Edge* focuses on urban waterways, especially rivers, their watersheds, and associated creeks and streams. Based upon research on the Anacostia River and its watershed, the exhibit examines how people engage with urban rivers in other communities, including Los Angeles, Pittsburgh, Louisville, London, and Shanghai. The Anacostia River, formerly the Eastern Branch, has long been considered one of the nation's most troubled urban rivers. The watershed of the river covers more than 175 square miles and is one of the nation's most densely populated. The problems facing the Anacostia River are problems that confront other rivers in the industrialized world. This exhibit will explore the impact of environmental burdens such as pollution, loss of flora and fauna, and resource depletion on urban communities as well as the interplay of environmental and social conditions. *Reclaiming the Edge* will therefore examine approaches and solutions on national and international levels through the study of civic oversight, community engagement, and environmental efforts with the Anacostia River and other waterways. The

exhibition will also explore cultural and recreational traditions associated with the river, as well as health and other issues surrounding the contemporary ecology of the river.

ACM's success with the 2011 exhibition *Word, Shout, Song: Lorenzo Dow Turner Connecting Communities through Language* garnered tremendous accolades and support and, as a result, this exhibition has been traveling since October 2011. The traveling exhibition has broadened audiences and generated income for the Museum. The itinerary for *Word, Shout, Song* includes: the I.P. Stanback Museum, South Carolina State University, Orangeburg, SC; The Avery Research Center for African American History and Culture, The College of Charleston, Charleston, SC; the DuSable Museum of African American History, Chicago, IL; and the New Orleans African American Museum in Louisiana. Two additional booking slots are still available.

Several research and collections access initiatives, facilitated by the ACM Community Documentation Initiative (CDI), are ongoing. Data collected from the CDI real-time documentation of community history (Washington, D.C. Wards 7 and 8) will be made accessible to scholars, students, and the general public through Web-based media. Continued digitization of the ACM archival and material culture collections will increase public access to the Museum's holdings.

Recognizing ACM's unique responsibility to youth development within the southeast Washington, DC community and beyond, the Museum Academy Program will expand its out-of-school-time programming for elementary and middle school students. A second program site is being planned. There will be a menu of programmatic activities, from cultural enrichment to educational enhancement and career training, which can be tailored to meet the specific needs of each collaborative community partner. ACM staff is working with grades 6–8 of the SEED Public Charter School to develop a curriculum which includes use of the Hirshhorn Museum and Sculpture Garden's ARTLab.

ACM will maintain substantive relationships with state and local governments through the regional partnership process. Museum staff will offer training and technical assistance to strengthen local, regional, and national partners' abilities to preserve local heritage. In addition, the Museum will increase its public relations efforts directed toward local, regional, national, and international press outlets, and will seek news media coverage in periodicals related to its field.

NONAPPROPRIATED RESOURCES — FY 2013 general trust and augmented trust funds support the salaries and benefits of the Museum director, director of development, and development officer. These trust funds also support donor cultivation and fundraising activities.

ARCHIVES OF AMERICAN ART

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2011 ESTIMATE	15	1,876	1	441	22	2,189	0	164
FY 2012 ESTIMATE	17	1,877	1	375	24	2,164	0	29
FY 2013 ESTIMATE	17	1,887	1	477	23	2,084	0	0

STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; REVITALIZING EDUCATION; STRENGTHENING COLLECTIONS; AND MISSION ENABLING

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Excellent Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	0	9	0	9	0	0
Broadening Access						
<i>Digitization and Web Support</i>						
Provide improved digitization and Web support	3	323	3	324	0	1
<i>Public Programs</i>						
Provide reference services and information	3	267	3	271	0	4
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	1	79	1	78	0	-1
Revitalizing Education						
<i>Education</i>						
Engage and inspire diverse audiences	0	9	0	9	0	0
Strengthening Collections						
<i>Collections</i>						
Improve the stewardship of the national collections	8	864	8	872	0	8
Mission Enabling						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	2	326	2	324	0	-2
Total	17	1,877	17	1,887	0	10

BACKGROUND AND CONTEXT

The Smithsonian's Archives of American Art (AAA) enriches research about America's most significant art and artists. With more than 15,000 linear feet containing approximately 16 million items, it is the world's pre-eminent resource dedicated to collecting and preserving papers and primary records of the visual arts in America. Constantly growing in range and depth, ever increasing accessibility to its many audiences, it is an unparalleled and essential resource for the appreciation, enjoyment, and understanding of art in America.

To achieve the Institution's goal of Broadening Access, AAA continues its ambitious digitization program, begun in 2005, to digitize a significant portion of its extensive holdings. AAA's website will continue to improve delivery of unprecedented numbers of new digital files, the core of which represents AAA's innovative work to digitize entire archival collections, representing hundreds of linear feet, along with descriptive information, engaging content, online exhibitions, robust search, and reference services. AAA's Lawrence A. Fleischman Gallery in the Donald W. Reynolds Center (DWRC) continues to reach new and diverse audiences.

The strategic goal of Strengthening Collections will be achieved by continuing to implement preservation actions based upon results derived from comprehensive and systematic collection assessment surveys. Particular focus will be on decreasing the backlog of unprocessed collections and audio-visual and born-digital holdings.

AAA will accomplish the goal of Mission Enabling through organizational excellence by continually assessing and enhancing staff development and maintaining conscientious oversight of internal controls.

For FY 2013, the budget estimate includes an increase of \$10,000 for necessary pay and other related salary costs for existing staff funded under this line item.

MEANS AND STRATEGY

AAA will achieve the Institution's goal of Broadening Access by continuing to direct resources to optimize its presence in the DWRC and specifically by mounting compelling exhibitions in its Lawrence A. Fleischman Gallery. The exhibitions planned for FY 2013 include *A Day at the Museum*, intended to amplify the visitors' experience of the DWRC through written accounts of exhibitions such as Xanthus Smith's recollections of the 1876 Centennial Exhibition in Philadelphia; followed by an exhibition of rejection letters from the Archives, *I Regret to Inform You*, celebrating the spirit of perseverance; and finally an exhibition observing the end of a 12-year, grant-funded project to

collect primary source material documenting the studio craft movement in America.

In addition, AAA will also reach new audiences by continuing to collaborate within the Smithsonian and with outside organizations. The Archives will partner with the Montclair Art Museum in New Jersey for the exhibition *Americans at the Armory Show*, opening on the centennial of the Armory Show, February 17, 2013. For the catalogue, the Archives will contribute an essay on the historiography of scholarship on the Armory Show as well as an illustrated checklist of archival material in the exhibition. In 2013, the Archives will continue its Archives of American Art Graduate Student Research Essay Prize to be given to compelling original research, using the resources of the Archives of American Art as primary evidence. The competition, open to anyone currently enrolled in a graduate program in Art History, Visual Culture, or American Studies, will introduce a new generation of scholars to the Archives' online resources. Through public programs, professional presentations, online exhibitions, and object loans to other museums and institutions worldwide, AAA will continue to widen its audience and provide a greater understanding of the history of visual arts in the United States.

The AAA website will continue to be developed in support of the goal of public engagement, through increased emphasis on social media, incorporating emerging trends and technologies, and efficient and effective reference services. AAA will continue to increase public visits to its website by adding finding aids to processed collections; tens of thousands of images of digitized documents; audio and video recordings; and online exhibitions. Audio excerpts of interviews conducted for the Archives' Oral History Program, digitized in 2010–2012 with funding from a grant from the Save America's Treasures program, will enliven the website. The Archives will use grant funding from the Terra Foundation of American Art to focus on the interest of younger scholars who are increasingly adroit at using online tools and opportunities to share their work, to engage AAA's growing international audience, and to provide a platform for international dialogue about American art.

In FY 2013, AAA will increase its digitization efforts with at least an additional 65 linear feet of AAA's collections, digitized in their entirety as part of the renewed support provided by the AAA's digitization program and funded by the Terra Foundation for American Art through June 2016. This effort, in combination with digitization completed for reference requests, exhibitions, loans, and special projects, will produce an estimated 200,000 digital files and continue to bring increased public online Web access to AAA collections. The Terra Foundation will also continue its support for AAA's webmaster and other information technology positions to enable AAA to provide new levels of access to its collections by expanding thematic, topical, chronological, and geographical pathways to collections, and by increasing the numbers of records and images contributed to the Smithsonian and external delivery systems. AAA will continue

developing its internal digitization and Collection Information Systems database to ensure proper collections documentation and support increasingly complex workflows, including digitization on demand. These efforts will enable AAA to encompass the life cycle of the collections and oral histories from pre-acquisition to storage and access. AAA's investment in the digitization of its collections will be preserved by fully participating in the Smithsonian's Artesia Digital Asset Management System (DAMS) and initiatives in the Smithsonian's Digitization Program and Research and Collections Data Management offices.

In FY 2013, between 20–25 significant research collections, totaling between 500–600 linear feet of the archival papers of painters, sculptors, critics, and collectors, will be preserved and processed according to national standards, resulting in new, fully searchable finding aids added to AAA's website. AAA will also continue minimal-level preservation and processing initiatives by preserving and processing large collections in the backlog as well as new accessions so that they do not become part of the backlog. Corresponding finding aids and inventories to minimally processed collections will be produced and made available on the AAA website.

AAA will continue to strengthen its collections stewardship through its ongoing, comprehensive, preservation assessment surveys, begun in 2004 for manuscript collections and developed since then to accommodate at-risk audio-visual and born-digital holdings. The surveys systematically identify preservation and access needs, and assess the research value, current conditions, and other factors to effectively plan processing and preservation priorities and supporting projects. As collections are processed, electronic finding aids that meet national best practices will be produced, thereby preserving and broadening access to collections via the website.

The results of the comprehensive Preservation and Assessment Survey conducted between FYs 2004–2008 will continue to be updated as new accessions are assessed and as collections are brought up to standards for online description and archival processing. These surveys will continue to inform collections processing and preservation priorities to achieve the Institution's strategic goal of Strengthening Collections. In FY 2013, AAA will continue a major multi-year initiative for minimal-level processing, to digitally reformat at-risk audio-visual media items from collections, and to continue a major audio-visual media preservation and access project begun in FY 2012. Implementing digital curation practices will result in improved long-term preservation and access of more than 22 terabytes of digital collections, including management of 2,000+ interviews conducted for AAA's Oral History Program digitized in 2010–2012, and the increasing volume of born-digital media acquisitions.

AAA will continue to provide researcher access to its collections in its Washington, DC and New York research centers as well as affiliated research

centers throughout the United States, including providing remote reference services through its Web-based form and inter-library loan program.

The Archives will achieve the Institution's strategic goal of Excellent Research by continuing to engage a national advisory committee in support of its ongoing efforts to acquire high-priority collections.

The goal of Mission Enabling through organizational excellence will be addressed by continuing to implement the goals of the Smithsonian, thereby ensuring that the AAA workforce is efficient and skilled, and adopting best practices to safeguard Smithsonian resources.

NONAPPROPRIATED RESOURCES — General trust funds support AAA's development office, including salaries and benefits. Donor-designated funds support specific programs and projects, including exhibitions, internships, production of oral history interviews, collections and media processing, and publication of the *Archives of American Art Journal*. FY 2012 grant funding from the Terra Foundation for American Art will support AAA's digitization program. A grant from the Mellon Foundation's Council of Library and Information Resources (CLIR) Hidden Collections grant program will increase online access to hidden and at-risk audio-visual media items. AAA will engage in fund raising as part of the Smithsonian Institution's National Campaign, seeking to raise money for general operating expenses.

NATIONAL MUSEUM OF AFRICAN AMERICAN HISTORY AND CULTURE

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR- DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2011 ESTIMATE	47	13,298	9	814	2	722	0	0
FY 2012 ESTIMATE	46	13,415	16	1,690	4	1,228	0	222
FY 2013 ESTIMATE	76	26,496	16	1,690	4	1,228	0	0

STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; REVITALIZING EDUCATION; STRENGTHENING COLLECTIONS; AND MISSION ENABLING

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Excellent Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	6	1,506	6	2,006	0	500
Broadening Access						
<i>Digitization and Web Support</i>						
Provide improved digitization and Web support	1	246	3	517	2	271
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	4	1,594	6	2,812	2	1,218
Revitalizing Education						
<i>Education</i>						
Engage and inspire diverse audiences	5	1,035	11	2,093	6	1,058
Strengthening Collections						
<i>Collections</i>						
Improve the stewardship of the national collections	7	2,023	22	4,605	15	2,582
Mission Enabling						
<i>Facilities</i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	0	1,967	0	6,729	0	4,762
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	0	200	0	200	0	0

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	5	1,129	5	1,129	0	0
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	1	129	1	129	0	0
Modernize the Institution's financial management and accounting operations	2	266	2	266	0	0
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	3	960	3	960	0	0
Modernize and streamline the Institution's acquisitions management operations	3	586	6	800	3	214
<i>Ensuring Financial Strength</i>						
Secure financial resources required for the Institution's mission	9	1,774	11	4,250	2	2,476
Total	46	13,415	76	26,496	30	13,081

BACKGROUND AND CONTEXT

The National Museum of African American History and Culture (NMAAHC) was established to document, collect, conserve, interpret, and display the historical and cultural experiences and achievements of Americans of African descent. When completed, the NMAAHC will provide a national meeting place for all to learn about the history and culture of African Americans and their contributions to every aspect of American life. This effort will encompass the period of slavery, the era of Reconstruction, the Harlem Renaissance, the civil rights movement, and other periods of the African American diaspora. The mission of the NMAAHC is to help all Americans remember and, by remembering, stimulate a dialogue about race and help to foster a spirit of reconciliation and healing. It will be a beacon for the nation that reminds us of what we were, what challenges we still face, and what we can become. As a truly national institution whose vision is to be a place that has meaning for all citizens, the NMAAHC will use the African American experience as a lens into what it means to be an American.

When the founding director was hired in 2005, he committed to open the NMAAHC on the National Mall within 10 years. With the completion of pre-design and programming phases for the building in 2008, the selection, in April 2009, of Freelon Adjaye Bond/Smith Group as the architectural firm to design the facility, and the selection, in 2011, of Ralph Appelbaum and Associates to create the exhibition design for the inaugural exhibitions, the Museum is on schedule to complete construction, design and install exhibitions, and open to the public in 2015.

For FY 2013, the budget request includes an increase of 30 FTEs and \$13,081,000. The increase includes \$46,000 for necessary pay and other related salary costs for existing staff funded under this line item; \$35,000 for increased lease costs; and a programmatic increase of \$13,000,000 and 30 FTEs to strengthen and expand the Museum's fundraising capacity; expand research in

support of inaugural exhibitions; facilitate collections acquisitions and digitization; support editorial services for publications and educational materials; plan events supporting the Museum's mission; and fulfill requirements for leased space, which is further justified in the Fixed Costs section of this budget submission.

As authorized by Public Law 108-184, these funds are requested to remain available until expended.

MEANS AND STRATEGY

The focus of NMAAHC activities is to continue laying the groundwork required to design, build, and open the Museum on the National Mall in 2015. This will be accomplished through temporary and permanent exhibitions, first-class scholarly research, comprehensive collections of African American history and culture, innovative public and educational programs, state-of-the-art technology and associated websites, publications, conferences, and enhanced fundraising efforts.

The NMAAHC has met the required benchmarks for design and construction of the Museum's building — selecting a building site, establishing a gallery for temporary exhibits, choosing an architect to design the facility, and choosing an exhibition designer for its inaugural exhibitions. A strategic communications firm has been engaged to navigate the regulatory environment as well as inform the public via an intensified marketing and strategic communications plan. A major part of the NMAAHC's visibility campaign is the implementation and management of strategic marketing, communications services, and a public information campaign to help disseminate information about the Museum's exhibitions, programs, and policies to the press and the general public.

The Museum will continue its capital campaign to raise the required matching funds for design and construction of the new building. A national membership campaign has been successfully included within the capital campaign.

The NMAAHC will continue collaborative partnerships within the Smithsonian Institution, as well as with African American organizations and other national organizations, in order to generate support to build and develop the Museum, acquire collections, support the development of exhibitions, test interpretive methods and concepts, leverage resources, and disseminate and share information via various electronic media and websites.

The Museum will continue to work with other institutions, such as universities, libraries and archives, where research is being done on African American subjects to ensure that the information presented in the Museum is drawn from scholars engaged in the field and from numerous national resources. The Museum is also developing long-term partnerships with national organizations such as the National Park Service, the National Archives, and the Library of Congress to ensure that the work of the Museum is disseminated across the United States.

As part of its mission, the Museum must situate the story of African Americans into an international context. Therefore, the Museum continues to develop collaborative partnerships with museums, archives, libraries, universities and organizations in Europe, Africa, the Caribbean, and North, Central and South America. African Americans came to different parts of what is now the United States from different parts of Africa, brought by Dutch, Danish, French, Spanish, British, and American slave traders, and much of the archival data is located in Europe. Documentation of African American soldiers from World War I and World War II is located in European national archives and collaborative partnerships are necessary to access the information so that NMAAHC can properly tell the role of African Americans in the U.S. military.

The Museum will continue its scholarly research in all areas of African American history and culture, as well as its acquisition of objects, books, papers, photographs, and other items to build a national collection. The NMAAHC will offer compelling, first-class exhibitions when it opens in 2015. In FY 2013, the Museum will complete the third and begin the fourth phase of design and development of its inaugural exhibitions. Temporary exhibitions are being created to inform the public about the new Museum and to test ideas and strategies for incorporation into permanent exhibitions. The NMAAHC has established a website and several social media outlets (Facebook, Twitter, YouTube, Flickr, MySpace, etc.) to disseminate information, gain outreach to wider audiences, preview exhibitions and public and educational programs, and serve as the principal platform of the Museum's national membership program.

To achieve the goal of Excellent Research, the NMAAHC will use its resources to build on planned partnerships as follows:

- In conjunction with the Center for Folklife and Cultural Heritage (CFCH), the NMAAHC will produce *The Will to Adorn: African American Dress and the Aesthetics of Identity* as a program for the 2013 Folklife Festival. This project will bring together exemplary artisans of style (in the areas of body, dress and adornment) from communities across America and throughout the Diaspora.
- In May of 2009, Public Law 111-19, The Civil Rights History Project Act of 2009, was passed to support the preservation of personal stories and testimonials of people who participated in the civil rights movement during the 1950s and 1960s. The Library of Congress and the NMAAHC are jointly responsible for documenting and preserving these valuable historical memories.
- In 2011, the NMAAHC entered a partnership with FamilySearch, a genealogical research website owned by The Church of Jesus Christ of the Latter-Day Saints. The Museum will be one of three host sites (along with FamilySearch, and the National Archives and Records Administration) that will provide access to a relatively unknown treasure trove of information:

The Freedmen's Bureau Records. Once these records are fully digitized and indexed, they will provide access to a comprehensive collection of letters, diaries, marriage records, and bank records, representing freed slaves in 15 states and the District of Columbia. A website is planned that will enable members of the general public to conduct genealogical and historical research on the lives of previously enslaved individuals and their descendants.

- The Museum is participating in two collaborative efforts to seek artifacts related to the transatlantic slave trade, as follows:
 - The Museum has begun the process of becoming a core partner in the African Slave Wrecks Project (ASWP), along with George Washington University (GWU), the National Park Service, the National Association of Black Scuba Divers, the Southern African Heritage Resources Agency, and the Associated Museums of Cape Town, South Africa. The NMAAHC, along with the ASWP, will be conducting an archival and archaeological survey of two slave ship sites in southern Africa. This survey is partially funded through an SI-GWU joint research grant that began in FY 2012 and has already resulted in successful dives at one of the sites.
 - The Museum is participating in a collaborative effort with the government of Cuba and National Museum of American History (NMAH) staff to undertake a similar search for a middle-passage slaver that was shipwrecked off the coast of Matanzas, Cuba. Once approval is granted by the Cuban government for this project, efforts will include preliminary site surveying and magnetometer readings, possible dives on site, and a fully developed archival research plan in Cuban Archives.

The NMAAHC will achieve the goal of Broadening Access by directing resources to:

- **Digitization and Web Support**
 - The foundation of the Museum's efforts to broaden access is to create searchable and accessible digital records of its collection. It is expected that new acquisitions will continue to be added to the collection information system as they become available and that the staff will continue to make progress in inventorying and digitizing the materials acquired before FY 2010.
 - In order to radically increase the digitization and, as a result, improve the accessibility of the Museum's images, documents, and artifacts, the NMAAHC, in partnership with the Smithsonian Institution Archives, has applied for a Scott Foundation grant. This grant would provide funding for equipment and staffing required for a Rapid Capture capability. This arrangement would enable NMAAHC to digitize its current collection of

photographs, negatives, and other two-dimensional materials before opening in 2015. Also envisioned is a program in which the Museum would borrow and scan photographs, negatives, slides, and archival documents from other collections, such as those in local historical associations and at small, Historically Black Colleges and Universities, which would then be available to students and scholars through the NMAAHC portal.

- NMAAHC will launch a new website in 2013 that will act as a full-service communications, engagement, experiential, educational, and outreach arm of the Museum. The NMAAHC will continue to use social media technology as a method to inform and transform, and create and develop a sense of shared community.
- The NMAAHC will plan, pilot, and test several digital media learning platforms to include eBooks for children and teenagers, as well as classrooms, games, exhibition content, and mobile applications.
- The NMAAHC and the Smithsonian American Art Museum (SAAM) will continue to monitor the use and success of *Oh, Freedom! Teaching Civil Rights through African American Art @ the Smithsonian*, a Web-based project. This collaborative project will provide educators with inspirational and pedagogical tools to teach the importance of the African American civil rights struggle, the movement's centrality to and impact on American history, and its vital connection to artistic and cultural expression.

- **Public Programs**

- In conjunction with the Center for Folklife and Cultural Heritage (CFCH), the NMAAHC will produce *The Will to Adorn: African American Dress and the Aesthetics of Identity* as a program for the 2013 Folklife Festival. These cultural traditions will be shared with the broader public, thereby fostering greater respect and appreciation for these traditions.
- The NMAAHC will continue to produce signature educational public programs (performances, films, book-signings, etc.) for a variety of audiences in support of its exhibitions. Past programs included several landmark events involving an array of national and community partners. Among them was *Showstoppers*, a discussion and millinery fashion show of Lula Mae Reeves extraordinary designs (and NMAAHC's collections) and a screening of *Everyday Sunshine: The Story of Fishbone*, which chronicles the history of the funk, hard rock, punk, ska, and soul band and their legacy as musical trailblazers.

- **Exhibitions**

- Exhibitions will document, examine, and display the history of African Americans from slavery to the present. Each exhibit will showcase the culture of African Americans, their ongoing struggles for freedom and equality, and their role in building the country and shaping its economic life.
- The conceptual and schematic design phases for the Museum's 12 inaugural exhibitions will be completed in FY 2012. The third design phase, developmental design, will be completed and the final design phase begun in FY 2013.
- Exhibitions will reside in three principal areas: History, Culture, and Community:

- **History** will include three exhibitions: *Slavery and Freedom*; *Segregation and Civil Rights*; and *Beyond 1968*.

Slavery and Freedom will provide a wide-ranging and sharply nuanced look at American slavery, from its beginnings in Africa and its role in the global economy during the 16th century to the beginnings of Reconstruction following the Civil War. *Segregation and Civil Rights* will explore the years following the end of Reconstruction to examine how the nation struggled to define the status of African Americans. *Beyond 1968* will explore the experiences of African Americans during the first 40 years of an integrated American society, 1968 to 2008.

- **Culture** will include four exhibitions: *Cultural Expressions*, *Musical Crossroads*, *Taking the Stage: African Americans in Entertainment*, and *Visual Arts*.

Cultural Expressions will be a dynamic exhibit focusing on the significant cultural contributions of African Americans beyond music and the visual arts, including oratory, folk art, fashion, and intellectual arts such as literature, playwriting, science, and philosophy. *Musical Crossroads* will examine African American music as an integral American phenomenon through the lens of social and historical change. *Taking the Stage: African Americans in Entertainment* explores the history of African Americans in theater, film, television, and other popular media to celebrate their creative achievements, demonstrate their cultural impact, and illuminate their struggles for equal representation on the stage of American entertainment. *Visual Arts* will provide a showcase for contemporary African American art and artists.

- **Community** will include four exhibitions: *Power of Place*, *Sports*, *Military History*, and *Making a Way Out of No Way*.

Power of Place is a thematic exhibition that will immerse visitors in the broad geographic diversity of the African American experience. *Sports* will use the world of sport as a unique and popular lens that provides an understanding of the African American experience and the role of race in America. *Military History* tells stories that illustrate the service and sacrifice of black soldiers during the course of American history. *Making a Way Out of No Way* will show how African Americans crafted possibilities in a harsh world that consistently denied them opportunities.

The twelfth exhibition gallery will be a youth gallery entitled *Explore More!* It will be a highly exploratory, content-rich space designed to engage NMAAHC's youngest visitors in age-appropriate, higher-order thinking skills, kinesthetic experiences, and tactile activities. The gallery will serve as an introduction to, and a direct content and interpretive link between, the History, Culture, and Community clusters.

- The NMAAHC is organizing temporary exhibitions to be presented in the Museum's gallery at the National Museum of American History (NMAH): *Slavery at Jefferson's Monticello: Paradox of Liberty*, and *1863 Emancipation Proclamation and the 1963 March on Washington*. Details are as follows:
 - *Slavery at Jefferson's Monticello: Paradox of Liberty* will explore the complex issues of 18th- and early 19th-century slavery, race, and American freedom. This is the first exhibition to provide a comprehensive look at the lives of many of the people who helped to create Thomas Jefferson's world at Monticello. Set in the context of slavery in America, the exhibit will focus on the hundreds of African Americans who played a major role in building, developing, servicing, and maintaining Monticello.
 - The collaborative exhibition, *1863 Emancipation Proclamation and the 1963 March on Washington*, will examine how those two seminal moments were perceived by Americans at the time.

The Museum will achieve the goal of Revitalizing Education by continuing to fund:

- **Save Our African American Treasures: A National Collections Initiative of Discovery and Preservation.** Treasures will enable the Museum to continue engaging the American public in discovering, collecting, preserving, and sharing the material culture of African American heritage through a series of programs and collaborations with other museums and historical institutions.

- The ongoing Classroom Treasures Program, a gift from the W. F. Kellogg Foundation, continues to take place in classrooms and community centers around the country. Through literacy-based, hands-on programming, students learn about historic events and then examine real and mock material culture from the past to piece together family biography. They then are charged with investigating light, water, and pest damage of those materials to learn how to preserve both objects and their family oral histories. Older students continue to be engaged in conversations on race where they are encouraged to ask complex questions, voice their opinions, and explore their creative potential.

To achieve the goal of Strengthening Collections, the NMAAHC will continue to identify, acquire, and process collections as the Museum prepares for the inaugural exhibitions that will accompany the opening of the building, as well as to develop public programs. To date, the Museum has collected more than 15,000 items. Most of the collections are being housed in the new Pennsy Drive facility in Maryland. This facility includes specialized office and training spaces, exhibit design and fabrication shops, conservation facilities, and climate-controlled space to house the Museum's collections.

To achieve the goal of Mission Enabling, the NMAAHC will continue to develop its operating organizational structure and make revisions as necessary to accomplish program goals. Staff will develop estimates of future staffing, space, and storage needs, and will prepare operating budgets and plans accordingly.

- **Management Operations**

- The NMAAHC will continue to direct its resources to support an expanded national visibility campaign. The Museum's Public Affairs Department will engage and work with a strategic communications firm to design and implement an intensified marketing and public relations campaign, targeting the media and the general public in major cities across the country.

- **Ensuring Financial Strength**

- To secure the resources needed to build and develop the Museum, the NMAAHC continues to use its federal fundraising resources to support the fundraising staff, develop and nurture relationships with potential significant donors, build a reliable base of regular donors, and use advanced fundraising techniques to identify and cultivate sources of new and larger donations. Specific initiatives in FY 2013 include expanded efforts to cultivate and solicit the most valuable individuals, corporations, and foundations, and the launch of the public phase of the fundraising campaign that will focus on outreach to potential donors at all gift levels and to key African American organizations.

- The Museum has launched its national membership campaign to reach out to communities across the nation to build a wide base of supporters and create a sense of ownership by the general public. The membership program will incorporate direct mail and online strategies to further engage members and will produce a biannual newsletter and a regular series of online communications to members. The Museum has acquired more than 25,000 members to date.

FY 2013 REQUEST — EXPLANATION OF CHANGE

The budget request includes an increase of 30 FTEs and \$13,081,000. The increase includes \$46,000 for necessary pay and other related salary costs for existing staff funded under this line item; \$35,000 for increased lease costs; and a programmatic increase of \$13,000,000 and 30 FTEs as detailed below:

BROADENING ACCESS

- (+\$1,489,000, +4 FTEs) This increase will support the development of plans and designs for inaugural exhibitions; contractual support for the mounting and quality control of exhibitions; continuation of the inventorying and digitizing of the collections; and optimizing the Museum's website and current social media sites (e.g., Facebook, Twitter, YouTube, and Flickr).

REVITALIZING EDUCATION

- (+\$1,058,000, +6 FTEs) This increase will support editorial services for publications and educational materials which will create methods and models of innovative informal education and link them to the formal education system; and expansion of the Museum's website to provide in-depth content about its exhibitions by using new media and social networking tools to deliver information in customized ways and bring the Museum's resources to those who cannot visit in person.

STRENGTHENING COLLECTIONS

- (+\$2,582,000, +15 FTEs) This increase will support efforts to identify, acquire, and process collections as the Museum prepares for the inaugural exhibitions that will accompany the opening of the building, as well as to develop public programs.

EXCELLENT RESEARCH

- (+\$500,000) This increase will support research activities in history, art, and culture; expansion of outreach activities to various constituencies, including different ethnic groups, schools, families, and cultural and historical

organizations; and historical research for future resource centers and publications.

MISSION ENABLING

- (+\$500,000) This increase will fund additional leased space requirements. NMAAHC has outgrown its existing space at Capital Gallery and needs additional space to house the increasing number of staff who play an essential role in setting up exhibitions, programming, and operations of the Museum.
- (+\$2,476,000, +2 FTEs) This increase will support the Museum's outreach efforts to build visibility of the Museum nationally and internationally, and contribute to building the Museum's financial strength. The Museum will expand activities in public relations, marketing, and communications; expand collaborative partnerships with national organizations; build a reliable base of regular donors, and use advanced fundraising techniques to identify and cultivate sources of new and larger donations. This includes expanding the use of social media, Internet access, direct mail, and marketing, in addition to other communication strategies. Increased funding to augment development resources is critical to cultivation events and solicitation of key prospects. The Museum will continue to support the donor-relationship activities critical to major fundraising efforts, such as receptions and representation activities. Resources are also needed to support NMAAHC's share of a comprehensive information system that will support the Smithsonian Institution's fundraising mission. This system will encompass the broad information and functions related to the identification, tracking, management, soliciting, and stewardship of individuals and organizations that have a philanthropic relationship with the Museum and the Institution. The support for the system will include the financial functionality to record, track, and report fundraising information (especially giving) and to interface with the Smithsonian's central financial system. Because achieving and sustaining fundraising success is one of the most pressing challenges facing the new Museum, increased funding to augment development resources is critical for NMAAHC as part of the Institution's National Campaign to raise \$250 million in private matching funds for the Museum's capital construction costs of the building and exhibitions.
- (+\$214,000, +3 FTEs) This increase will support the anticipated increase in programmatic staffing and developmental activities, which will require additional resources to develop estimates of future staffing, space, and storage needs, and to prepare operating budgets and plans accordingly.

One-time Activities:

MISSION ENABLING

- (+\$1,000,000) This one-time increase will support the fit-out and furnishings for additional leased space. Until the construction and occupation of the Mall Museum is complete, the outfitting of leased space is needed to house the increasing number of staff who play an essential role in setting up exhibitions, programming and operations of the Museum. Without the added leased space and outfitting, the Museum will have no space to house the new staff necessary to finish the various exhibitions, programming, and other elements required for the 2015 opening.
- (+3,181,000) Additional storage and collections maintenance space is required. The Museum started with no collections and now has more than 15,000 objects, which fully occupy the minimal space it has. The Museum continues to collect to meet the requirements needed for its inaugural exhibitions. The collection is growing and will triple in size, at a minimum, before the 2015 opening. The Museum must also have space for the large iconic collections which will require storage. Lack of adequate collections storage and maintenance facilities will adversely affect the scheduled opening of the Museum's inaugural exhibitions.

The FY 2013 request will enable the Museum to sustain a realistic schedule of exhibitions and programmatic plans for the operation of this cultural presence. Any delays at this key point will have a direct correlation to the Museum's ability to meet its \$250 million private-source fundraising requirements and the schedule set forth in the remaining three years before opening in 2015. The Museum must stay on schedule to provide the exhibitions and programs promised to an eagerly waiting public, avoid cost increases, and maintain its high level of public support.

NONAPPROPRIATED RESOURCES — General trust funds support salary and benefit costs of the Museum director. Donor/sponsor-designated funds support staff, special events for exhibition openings, and costs related to specific programs and projects, including educational programs, donor-related special events, and outreach activities.

**NATIONAL MUSEUM OF AMERICAN HISTORY,
KENNETH E. BEHRING CENTER**

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR- DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2011 ESTIMATE	169	22,392	24	2,482	41	6,571	18	2,970
FY 2012 ESTIMATE	171	22,600	20	2,775	37	5,788	18	3,487
FY 2013 ESTIMATE	171	22,822	20	2,775	37	5,788	18	3,487

Note: Operating resources include the National Postal Museum

**NATIONAL MUSEUM OF AMERICAN HISTORY,
KENNETH E. BEHRING CENTER**

**STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS;
REVITALIZING EDUCATION; STRENGTHENING COLLECTIONS; AND
MISSION ENABLING**

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Excellent Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	23	3,070	22	3,166	-1	96
Broadening Access						
<i>Digitization and Web Support</i>						
Provide improved digitization and Web support	10	1,240	10	1,250	0	10
<i>Public Programs</i>						
Provide reference services and information	15	1,720	15	1,728	0	8
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	48	6,390	48	6,520	0	130
Revitalizing Education						
<i>Education</i>						
Engage and inspire diverse audiences	6	820	6	815	0	-5
Strengthening Collections						
<i>Collections</i>						
Improve the stewardship of the national collections	41	5,275	42	5,275	1	0
Mission Enabling						
<i>Facilities</i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	1	252	1	222	0	-30
Execute an aggressive, long-range revitalization program and limited construction of new facilities	1	491	1	491	0	0

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<i>Security and Safety</i>						
Provide a safe and healthy environment	1	117	1	117	0	0
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	4	686	4	689	0	3
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	4	414	4	417	0	3
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	3	277	3	275	0	-2
Modernize the Institution's financial management and accounting operations	8	785	8	789	0	4
Total	165	21,537	165	21,754	0	217

BACKGROUND AND CONTEXT

The National Museum of American History (NMAH), Kenneth E. Behring Center, inspires a broader understanding of our nation and its people through research, exhibitions, collections activity, education, and public programs. The NMAH is the only Museum with the mandate to tell the entire story of America, from the early contact period through the 21st century. The NMAH is committed to leading the nation to a deeper understanding of the past and the role that individuals play in shaping the future, thereby illuminating thoughts about what it means to be an American.

In FY 2011, more than 4.6 million people physically visited the Museum on the National Mall, in addition to another 12.8 million online, making NMAH the most visited history museum in the world. The NMAH has something for everyone, presenting the triumphs and tragedies, explorations and innovations, and treasures and curiosities that animate the American story. The Museum creates learning opportunities, stimulates imaginations, and presents challenging ideas about our country's past.

The *Star-Spangled Banner Gallery* lies at the heart of the Museum. As visitors enter, a companion exhibition sets the scene for a dramatic historic event: the Battle of Baltimore during the War of 1812, when this young nation survived an assault by the British. This permanent exhibition demonstrates the Smithsonian's commitment to meet the dual challenges of preserving objects and communicating their history and significance to visitors.

The Museum continues to build and broaden access to its extraordinary collection — including the desk Thomas Jefferson used when writing the Declaration of Independence, Abraham Lincoln's top hat, Thomas Edison's light bulbs, Alexander Graham Bell's telephones, the First Ladies' inaugural gowns, the Greensboro lunch counter, Stradivarius musical instruments, and Dorothy's ruby slippers from *The Wizard of Oz* — and will more fully use these national collections to support scholarly research and discovery.

For FY 2013, the budget estimate includes a net increase of \$217,000. The estimate includes an increase of \$117,000 for necessary pay and other related salary costs for existing staff funded under this line item, and a program increase of \$100,000 for exhibit maintenance.

MEANS AND STRATEGY

The NMAH research activities, public programs and exhibitions are most closely aligned with the Smithsonian's Strategic Plan Grand Challenge of Understanding the American Experience. The Museum is committed to helping its visitors understand how striving to create a "more perfect union," based on freedom and justice, economic opportunity, technological innovation, and social progress, formed a nation and its people. Two examples of these efforts are the *American Journeys* project and the *American Enterprise* exhibit.

NMAH curators are conducting research on the *American Journeys* project — a history of American immigration and migration. During the 20th century, Americans developed a number of metaphors to describe the complexity and diversity of peoples who make up this nation. The project will provide a historical and cultural context for the contemporary conversations about this topic. NMAH will stimulate citizenship engagement with issues of migration and immigration by using Smithsonian resources to help people develop a framework for their own experiences within the wider history and culture of the nation. The Museum's goal is to increase cultural historical literacy by demonstrating the complexities of American experience, past and present.

American Enterprise is a new exhibit scheduled to open in mid-2015. The exhibit will examine the business and consumer history of the United States from the 1770s to the 2010s. Visitors will learn how the nation's economy has been shaped by the dynamic interplay between capitalism and democracy. They will see that competition, innovation and opportunity play integral roles in the nation's history and comprise the building blocks of America's business. The exhibition team is pioneering the use of a website to "learn in public" by sharing access to ongoing research, collections exploration, and nascent exhibition ideas with audiences around the world. The website, americanenterprise.si.edu, encourages Web users to interact with the staff in all these areas.

The Museum has embraced the Smithsonian's strategic goals. Examples of the Museum's work in support of the respective goals are described below.

Crossing Boundaries — Scholars from NMAH, the Library of Congress, and the Lawrence Berkeley National Laboratory announced their collaboration and success at recovering sound from recordings made more than 100 years ago by Alexander Graham Bell, Chichester Bell and Charles Sumner Tainter (collectively, Volta Laboratory Associates). Using high-resolution digital scans made from the original Volta discs, they were able to hear the word "barometer." Recovering sound from the six Volta discs is the first step in an ongoing project to

preserve and catalogue the Museum's early recording collection. The content of the recordings, studied in conjunction with the innovative nature of the physical discs and cylinders, provides insight into the invention process of these well-known 19th-century labs, as well as the speech patterns of the late 19th century.

The Museum is Broadening Access to its collections through online curatorial resources, public programs and electronic outreach. The Museum's participation in the Smithsonian's EDAN project continues, with thousands of objects being added to the website, collections.si.edu. There is an interface to this collection from the NMAH website to facilitate visitor access. In addition, a collections group presentation tool is being implemented that allows staff to highlight select groups of objects and supplement them with images, media, and text that provide historical context and interpretation.

The Lemelson Center for the Study of Invention and Innovation also plays an important role in the Museum's efforts to broaden access through its innovative online and outreach programs. The new Spark!Lab Outreach Project creates satellite Spark!Lab activities for partner museums by replicating some of the most popular lab activities. The first satellite Spark!Lab was established in 2011 at the Nevada Discovery Museum in Reno, Nevada; the Center is working with the U.S. State Department on a temporary installation in Kiev, Ukraine, for late 2012. Besides these new programs, the Museum is engaging new visitors through innovative and targeted social media that encourages people to stay connected to the NMAH and explore the American Experience by making history relevant, interesting and thought provoking.

NMAH is committed to Strengthening Collections by accounting for, preserving, and making accessible the Museum's rich and diverse collections for future generations. NMAH completed a major conservation project for Thomas Jefferson's *The Life and Morals of Jesus of Nazareth*, created by Thomas Jefferson around 1819 and considered a national treasure. The volume is on display at the Museum. Through a special congressional appropriation, NMAH has substantially completed efforts to modernize and improve storage conditions, maximize space efficiency, and increase accessibility for the Museum's collections, including the military collections. As part of this initiative, a physical inventory was started to improve accountability over the collections.

The Museum is responding to the recent Inspector General recommendations based on collections audits of inventory controls and preservation. Regarding the inventory audit, NMAH has strengthened performance plan elements for collections documentation and cyclical inventories, taken actions to submit federal budget requests that address identified collections needs, and sought and received funding for collections care projects to address accountability deficiencies. In response to the preservation audit, NMAH has taken a lead role in the development of an Institutional prototype for addressing collections storage and space needs in existing Mall museums, and helped

establish the decontamination of Garber Buildings 15 and 18 as a Smithsonian priority in FYs 2012 – 2013.

Revitalizing Education — The NMAH has launched the A. James Clark Excellence in History Teaching Program that will energize and transform the teaching and learning of American history by introducing K–12 educators to exciting and effective techniques, powerful online tools, and authentic content they can use in the classroom. NMAH staff will visit 10 communities nationwide for teacher training “history tours,” highly interactive, multi-media-supported presentations that share the Museum’s interdisciplinary approach to teaching with a focus on everyday objects, people-centered stories, and dialogue.

The Museum is planning a new Education Center that will open in mid-2015. The new Center represents a major commitment to improving history education and helping the nation understand the American Experience. This lively hub will provide visitors the opportunity to “do history” while developing a better understanding of the role they play in creating that story.

NMAH staff continues to conduct research, plan and design future exhibits and programs, conduct public programs and performances, develop traveling exhibitions, acquire new collections, contribute to history education nationwide, and extend the scope of the Museum through new and expanding electronic outreach initiatives. The Museum continues to plan and implement daily and special programs to serve current visitors and extend the scope of the Museum by developing new approaches to American History. NMAH staff will continue to collaborate with other Smithsonian units on exhibitions and educational programs.

The Museum will close its West Wing in late FY 2012 to allow for planned construction and upgrade of its HVAC and other utility systems as well as a much-needed renovation of the exhibit galleries. This construction is the next phase of the Museum’s master plan for renovation and improvement. Design and construction will be managed by the Smithsonian Office of Facilities Engineering and Operations. In advance of the wing closure, NMAH staff will be fully occupied deinstalling the existing exhibits and moving collections and treasured objects to alternative locations so that construction may proceed on schedule.

FY 2013 REQUEST — EXPLANATION OF CHANGE

For FY 2013, the budget estimate includes a net increase of \$217,000. The estimate includes an increase of \$117,000 for necessary pay and other related salary costs for existing staff funded under this line item, and a program increase of \$100,000 for exhibit maintenance. Details are as follows:

- The \$100,000 increase in exhibit maintenance funding will provide contract support to ensure the exhibitions are always clean and in repair, the media components are fully operational and up to date, and the information provided is accurate and current. The mere presence of

record numbers of visitors results in increased wear and tear to the displays within the halls, and increases the costs to maintain them. In addition, the more interactive nature of today's exhibits increases maintenance needs. Specifically, the Museum will improve exhibit lighting by replacing outdated lighting tracks and fixtures with LED fixtures. The LED fixtures last longer and use less power, thereby offering the benefit of significant energy use savings and reduced manpower costs.

NONAPPROPRIATED RESOURCES — General trust funds support salaries and benefits for 30 percent of NMAH staff, as well as associated non-personnel operating costs. Donor/sponsor-designated funds are used to develop, install and promote new exhibitions, fund public programs and educational initiatives, and support research, travel and collections. Donor-designated funds are also vital to continuing the renovation of the public spaces in the Museum, including the construction of the newly renovated Warner Bros. Theater, which will open in February 2012.

NATIONAL POSTAL MUSEUM

STRATEGIC GOALS: BROADENING ACCESS; STRENGTHENING COLLECTIONS; AND MISSION ENABLING

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Broadening Access						
<i>Digitization and Web Support</i>						
Provide improved digitization and Web support	1	75	1	75	0	0
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	1	158	1	160	0	2
Strengthening Collections						
<i>Collections</i>						
Improve the stewardship of the national collections	4	510	4	513	0	3
Mission Enabling						
<i>Facilities</i>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	0	300	0	300	0	0
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	0	10	0	10	0	0
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	0	10	0	10	0	0
Total	6	1,063	6	1,068	0	5

BACKGROUND AND CONTEXT

The National Postal Museum (NPM), with the world's largest museum collection of stamps and postal artifacts, is dedicated to creating visitor experiences that educate, excite, entertain and inspire. With more than six million objects, the Museum is responsible for the Smithsonian's second-largest collection. The Museum dedicates its resources to developing new and innovative ways to explore the vital role of the postal system in American life, and to make its vast philatelic and postal collections available to all. The NPM uses its collections in exhibits and programs which educate the public on the history of America, transportation, economics, and commerce.

In addition to the many activities and programs completed throughout the year, the NPM is focused on several major initiatives aimed at increasing visitation to both the Museum and its website. These initiatives include a major expansion of the Museum's exhibit space, giving it a substantial presence on the first floor of the historic Postal Square Building. Specifically, the NPM projects include a new 12,000-square-foot *Stamp Gallery* that will enable the Museum to display the full breadth of the National Stamp Collection; the cataloguing, imaging, and preservation of the Postmaster General's collection of original stamp art; the design and

fabrication of new history galleries; the launching of an interactive, online Memory Book to capture and preserve personal postal-related stories and oral histories; and continued upgrades of and enhancements to the increasingly popular Web-based, online collection information system. The success of these long-term projects will require the use of non-federal resources made available to the Museum.

For FY 2013, the budget estimate includes an increase of \$5,000 for necessary pay and related salary costs for existing staff funded under this line item.

MEANS AND STRATEGY

The National Postal Museum's primary activities are aimed at meeting the Smithsonian's Grand Challenges of Valuing World Cultures and Understanding the American Experience through the prism of postal communications and philately. These challenges will be met by Broadening Access to the Museum's collections, programs and exhibitions; Revitalizing Education through the creation of new models and methods of innovative educational programs; Strengthening Collections through improved preservation, storage, and digital imaging; and Mission Enabling by working with other Smithsonian units and external partners to improve the operation of the Museum.

Arago continues to be the Smithsonian's most popular online collections website. In FY 2013, the Museum will continue to expand Arago and complete the redesign of the non-collection portion of its website started in FY 2012. The new design will incorporate many of the user-friendly features of Arago and provide online visitors with greater access to the Museum's vast resources. The redesigned website will also expand access to content through mobile devices and fully integrate the various social media platforms.

In FY 2013, the Museum will continue partnering with local schools and Teachers of the Year to offer training in new media and object-based learning. The Teacher Leaders Program, funded by the Pearson Foundation, will empower teachers and students to use Museum objects and new media tools, including blogs and cell phones, to expand learning opportunities throughout the Smithsonian.

In FY 2013, the Museum will open the *William H. Gross Stamp Gallery*, a 12,000-square-foot exhibition gallery and educational space. The new gallery will showcase the largest and most comprehensive exhibition of philatelic material ever undertaken by the Smithsonian. The new gallery will consist of five separate exhibitions. *The World of Stamps* will serve as an introduction to the new gallery and provide a historical, educational, and entertaining look at stamps. *The Gems of American Philately* will display some of the most distinctive and intriguing items from the Museum's collections, including an embossed revenue document from the 1765 Stamp Act, the inverted Jenny upside-down airmail stamp, and mail cancelled on the moon. The *Connect with U.S. Stamps* exhibit will showcase modern stamps in new and innovative ways. The *Stamps Around the Globe* exhibit will explore geography, ancestry, history and culture through interpretive displays of stamps from

around the world. The *Stamp Salon*, the largest of the new exhibits, will showcase more than 5,000 rare and historic postage stamps, essays, proofs, mail, and revenue stamps, and will represent the very best of the national stamp collection.

The Museum will also begin work on an exhibition highlighting the United States Postal Inspectors, and their efforts to prevent the fraudulent use of the U.S. mail system. The exhibit will educate and inform the public through the presentation and interpretation of recent significant examples of mail-fraud cases.

The Museum's federal resources are primarily dedicated to improving the stewardship of the national collections for present and future generations. In FY 2013, the NPM will continue to process new acquisitions, which include digitizing and cataloguing these entries using the automated collections information system (CIS). Enhanced cataloguing and digital records created for more than 5,000 philatelic and postal history items selected for the new *Stamp Gallery* will be placed online for ready access by the public. A major initiative to improve accessibility to off-site collections will remain a Museum priority.

In FY 2013, the Museum will continue to catalogue, image, and conserve the Postmaster General's Collection of original stamp art. The Postmaster General's Collection, transferred to the Museum from the United States Postal Service in FY 2012, represents one of the most important philatelic collections in the world. It includes the original artwork, as well as rejected designs and preliminary sketches, commissioned for more than 3,000 U.S. postage stamps between 1942 and the present. The Museum will re-house and conserve the collection, and make it available to the public in the new *Stamp Gallery*, through online exhibitions, and through the Museum's loan program to museums across the country.

The NPM will continue to direct resources toward maintaining the Museum's information technology (IT) systems and infrastructure requirements to meet the strategic goal of Mission Enabling. The Museum will continue to replace network hardware and software to meet requirements which support a host of programmatic and exhibition needs, and to modernize its IT systems. Additional resources will also be directed toward the general administrative support needed to enhance Museum operations.

NONAPPROPRIATED RESOURCES — The United States Postal Service provides the NPM with an annual grant, which supports nearly 75 percent of the Museum's core functions and operational costs. These costs include salaries and benefits, utilities, facility maintenance, exhibitions, research, education, and collection management programs. Fundraising initiatives continue to generate increased support from donor/sponsor-designated funds to cover new exhibitions, educational projects, and special events. However, continued efforts remain focused on securing the donor-designated funds needed to complete the expansion of the Museum and its new *Stamp Gallery*, with permanent exhibits of the National Stamp Collection and rare gems.

NATIONAL MUSEUM OF THE AMERICAN INDIAN

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2011 ESTIMATE	244	32,335	4	911	13	3,213	0	311
FY 2012 ESTIMATE	246	31,849	2	812	18	4,221	0	75
FY 2013 ESTIMATE	246	31,998	2	812	18	3,831	0	75

STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; REVITALIZING EDUCATION; STRENGTHENING COLLECTIONS; AND MISSION ENABLING

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTEs	\$000	FTEs	\$000	FTEs	\$000
Excellent Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	17	2,334	17	2,349	0	15
Broadening Access						
<i>Digitization and Web Support</i>						
Provide improved digitization and Web support	8	1,307	8	1,311	0	4
<i>Public Programs</i>						
Provide reference services and information	33	4,065	33	4,088	0	23
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	32	5,775	32	5,802	0	27
Revitalizing Education						
<i>Education</i>						
Engage and inspire diverse audiences	50	5,184	50	5,214	0	30
Strengthening Collections						
<i>Collections</i>						
Improve the stewardship of the national collections	31	3,648	31	3,669	0	21
Mission Enabling						
<i>Facilities</i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	14	1,824	14	1,828	0	4

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTEs	\$000	FTEs	\$000	FTEs	\$000
<i>Security and Safety</i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	1	198	1	198	0	0
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	15	2,236	15	2,243	0	7
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	27	3,384	27	3,394	0	10
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	3	320	3	321	0	1
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	2	200	2	201	0	1
Modernize the Institution's financial management and accounting operations	8	899	8	903	0	4
Modernize and streamline the Institution's acquisitions management operations	5	475	5	477	0	2
Total	246	31,849	246	31,998	0	149

BACKGROUND AND CONTEXT

The National Museum of the American Indian (NMAI) is committed to advancing knowledge and understanding of the Native cultures of the Western hemisphere — past, present, and future — through partnerships with Native people and others.

The NMAI will focus its resources to support exhibits concerning the cultures and histories of Native communities and to present contemporary works of art to the public at the NMAI on the National Mall in Washington, DC and the George Gustav Heye Center (GGHC) in New York City. These exhibits, along with educational and cultural arts programming, are expected to attract more than 1.7 million visitors annually. The offering of arts and crafts demonstrations, educational presentations, seminars, and symposia at both locations will ensure a meaningful visitor experience. Web content based on these programs will reach distant “virtual visitors” to the Museum, who may not be able to come to the East Coast but who can avail themselves of technology and content developed at NMAI. Through its exhibitions and public programming, the Museum continues to present the contemporary voices of Native peoples to educate and inform the public while countering widespread stereotypes.

For FY 2013, the budget estimate includes an increase of \$149,000 for necessary pay and other related salary costs for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Broadening Access, the NMAI is directing its resources to: 1) activities that will result in increased visitation to the NMAI on the National Mall in Washington, DC and the GGHC in New York City; 2) public programming that will encompass information about the indigenous peoples of the Western hemisphere and Hawaii (as mandated in the NMAI legislation) and that will demonstrate the presence of contemporary Native peoples today; 3) outreach to Native communities, tribes, and organizations, through Web-based technologies, video conferences, internships, seminars, and symposia; and 4) expanding access to the NMAI collections online.

Engagement efforts will continue to bring the Museum and its resources to audiences through media such as radio and the Web, and via innovative outreach and training programs. These contacts will link external communities to public audiences through technology and involvement in planning and programming. The Film and Video Center will present the variety and excellence of Native productions at both the Washington, DC and New York City locations.

To achieve the strategic goal of Revitalizing Education, funding will continue for planning and operating programs seven days a week, including interpretive activities, cultural arts performances, demonstrations, and resource materials about Native American history and cultural heritage. The NMAI's National Education Initiative, "Sharing American Indian Knowledge through Educational Excellence," will continue to be developed in collaboration with Native educators and cultural experts to create exemplary materials that reflect indigenous pedagogy and knowledge, and develop model materials that Native communities can expand upon for their own purposes. The resource center in New York will continue to provide daily information about Native peoples of the Western hemisphere, and Hawaii, thereby providing opportunities to correct stereotyping and expand public knowledge. To promote learning across the generations, the activity center in Washington, DC will introduce indigenous science understanding of the natural world to 150,000 school children and Museum visitors. Various tribal educational resources, including curricula, will be made available to teachers.

In addition, as part of the Excellent Research strategic goal to advance knowledge in the humanities, staff will make research, film, video, audio, and photographic content developed for exhibitions broadly available at the Museum and to Native American communities and public audiences, through the Web, printed materials, and collaborative activities with other groups and organizations.

NMAI staff will continue to oversee group and school tour programs, and volunteers, and will also direct presentations in galleries and all public space and

program areas to ensure maximum use of all the educational resources available to enhance the visitor experience.

The strategic goal of Mission Enabling will be addressed by efficiently and economically designating resources to meet the mission of the Museum, implementing the goals of the Smithsonian Institution, and enhancing the collections by acquiring works that document Native experiences and expressive cultures, including the representation of modern and contemporary arts.

NONAPPROPRIATED RESOURCES — General trust funds support salary and benefit costs for the Museum director and other program-related costs. Donor/sponsor-designated funds support salaries and benefits for development staff; costs associated with reaching NMAI's National Campaign fundraising goals; publications and special events for exhibition openings; costs related to specific programs and projects, including educational programs, advertising, production of fundraising proposals, member- and donor-related special events; and outreach activities.

NATIONAL PORTRAIT GALLERY

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2011 ESTIMATE	52	5,987	2	521	7	2,408	0	0
FY 2012 ESTIMATE	55	5,989	2	657	7	2,858	0	0
FY 2013 ESTIMATE	55	6,021	2	663	7	2,886	0	0

STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; REVITALIZING EDUCATION; STRENGTHENING COLLECTIONS; AND MISSION ENABLING

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Excellent Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	4	508	4	509	0	1
Broadening Access						
<i>Digitization and Web Support</i>						
Provide improved digitization and Web support	2	223	2	223	0	0
<i>Public Programs</i>						
Provide reference services and information	5	465	5	465	0	0
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	16	1,730	16	1,731	0	1
Revitalizing Education						
<i>Education</i>						
Engage and inspire diverse audiences	7	623	7	640	0	17
Strengthening Collections						
<i>Collections</i>						
Improve the stewardship of the national collections	14	1,575	14	1,587	0	12
Mission Enabling						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	1	131	1	131	0	0
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	3	371	3	372	0	1
Ensure that the workforce is efficient , collaborative, committed, innovative, and diverse	1	126	1	126	0	0

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Modernize the Institution's financial management and accounting operations	1	123	1	123	0	0
Modernize and streamline the Institution's acquisitions management operations	1	114	1	114	0	0
Total	55	5,989	55	6,021	0	32

BACKGROUND AND CONTEXT

The Smithsonian National Portrait Gallery (NPG) inspires visitors from around the world by illuminating the American experience through powerful images that connect people and their stories.

The NPG strives to bring visitors face to face — literally — with exceptional Americans and their remarkable stories across time, place, and circumstance. The Museum uses diverse approaches in visual biography to focus on changing notions of American identity, and to track evolving ideas about who is significant and has an impact on American culture. The NPG aspires to be widely known as the place that sparks thought and conversation, and includes the audience as an active participant in defining American identity through portraiture and biography.

NPG devotes a major portion of resources to Broadening Access, thereby increasing the availability and accessibility of the Museum's collections through exhibitions, public programs, and publications. The collections are digitized, just under half with an image on the public website, to make them accessible to more people for more purposes. The exhibitions explore themes in history, biography, and art in a way that brings out new meaning and understanding of the American experience. Highlights of special exhibitions planned for the remainder of FY 2012 include:

- *1812: A Nation Emerges*. An exhibition of major importance and scholarship examining persons on both sides of the conflict and bringing together artworks and artifacts from around the Atlantic.
- *One Life: Amelia Earhart*. The NPG will closely consider the life of this aviation pioneer and singular female role model during the 75th anniversary of her globe-spanning flight from which she never returned.
- *150th Commemoration of the Civil War: The Confederate Sketches of Adalbert Volck*. Part of the ongoing study of the pivotal conflict of 19th century America, this exhibition series also showcases items from the Museum's permanent collection.

The NPG continues to expand its use of current technology, including social media and portable digital devices, to engage with the public in the

galleries and around the world as well as reach new audiences, in particular the younger learners who use digital devices heavily.

A significant portion of resources is devoted to Strengthening Collections, which is fundamental to the work at NPG. For a better understanding of the American experience, the Museum collects actively to document the historic and ongoing accomplishments and creativity of the American people. The Museum also devotes considerable efforts to the preservation and safeguarding of its growing permanent collection to ensure its value as an educational resource to future generations.

Budgetary resources are also used for Mission Enabling activities such as Museum administration and operations. The NPG strives to understand the distinct and evolving needs of the public, communities, and stakeholders served by NPG, and then support the program delivery to meet these needs by honing its abilities in information technology, procurement, human resources and financial management, business activities, and strategic planning.

For FY 2013, the budget estimate includes an increase of \$32,000 for necessary pay and other related salary costs for existing staff funded under this line item.

MEANS AND STRATEGY

In FY 2013, the Museum will continue to concentrate its efforts and resources on exhibitions, developing and maintaining its collection, expanding public education offerings, and pursuing new research directions.

To support the goal of Broadening Access, the Museum's exhibition schedule in the fiscal year will feature:

- *Poetic Likeness: Modern American Poets*, which will survey the history and impact of American poetry during the modern period when the nation's poets came of age in their command of a distinctly American voice. Drawn mainly from NPG's permanent collection, this exhibition will be accompanied by a series of readings and other literary events.
- The third *Outwin Boochever Portrait Competition* that will invite artists all over America to investigate the contemporary art of the portrait. The competition celebrates excellence and innovation, with a strong focus on the variety of portrait media used by artists today. A fully illustrated publication will accompany the exhibition.
- *One Life: Martin Luther King Jr.* that will mark the 50th anniversary of the 1963 March on Washington, and King's stirring *I Have a Dream* speech, with images documenting the civil rights leader's life from his early days as

a pastor in Montgomery, Alabama, to his leadership of the national civil rights movement in the 1960s. The *One Life* series presents focused exhibitions on significant individuals whose words and deeds continue to shape America today.

A key technological means of Broadening Access in FY 2013 involves joining the Art Project by Google that will enable Museum visitors to search for information on portraits simply by taking a photo with their smart phones. The Museum will also partner with technology contributors to develop mobile tour applications for use with hand-held devices. Meanwhile, more digitized images of the permanent collection artworks will be loaded into the collections database and then connected to the Museum's website for public searching and study.

The Museum will continue Strengthening Collections, with efforts to enhance NPG's collection with the acquisition of rare and unique pre-1825 portraits of individuals and of under-represented minorities. Also, the Museum will continue projects to upgrade storage conditions for its sculpture collection at the Smithsonian facility in Largo, Maryland, to make the artworks more accessible, better safeguard the collection, and provide room for future additions.

The NPG will introduce further teenage programming with the goal of Revitalizing Education. FY 2013 will see the second teens' online portrait competition, modeled around the Outwin Boochever Portrait Competition, and the expansion of the Teen Ambassadors Program, which serves youth through the District of Columbia Department of Employment Services' summer jobs program. Families with children will enjoy more of the Portrait Discovery Kits and the Young Portrait Explorers that includes hands-on activities in the galleries and the NPG Education Center. The NPG will also conduct a four-day summer workshop, focusing on the Civil War, for professional educators.

The NPG will work on the Mission Enabling goal by assessing the skill requirements of all its entry and mid-grade positions. It will also incorporate technologies to reduce operational costs and enhance the visitor experience in the galleries.

NONAPPROPRIATED RESOURCES — General trust funds support critical positions and help defray costs of special events for exhibition openings, loan exhibition development, outreach, fund raising, management, and research. NPG must support exhibitions, publications, public lectures and gallery programs, symposia, and some collection acquisitions with donor/sponsor-designated funds. Private donations are thus critical to the Museum's planning, programming, and ability to deliver on its public mission. It is through a public-private partnership that the National Portrait Gallery achieves its goals.

SMITHSONIAN AMERICAN ART MUSEUM

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2011 ESTIMATE	86	9,325	6	980	26	6,227	2	174
FY 2012 ESTIMATE	88	9,328	6	778	28	5,769	2	143
FY 2013 ESTIMATE	88	9,378	7	815	25	5,501	2	143

STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; REVITALIZING EDUCATION; STRENGTHENING COLLECTIONS; AND MISSION ENABLING

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Excellent Research						
<i>Research</i>						
Ensure advancement of knowledge in the humanities	4	485	5	545	1	60
Broadening Access						
<i>Digitization and Web Support</i>						
Provide improved digitization and Web support	7	745	7	745	0	0
<i>Public Programs</i>						
Provide reference services and information	13	1,283	13	1,303	0	20
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	21	2,315	20	2,320	-1	5
Revitalizing Education						
<i>Education</i>						
Engage and inspire diverse audiences	4	565	4	525	0	-40
Strengthening Collections						
<i>Collections</i>						
Improve the stewardship of the national collections	21	2,235	21	2,240	0	5
Mission Enabling						
<i>Security and Safety</i>						
Provide a safe and healthy environment	1	75	1	75	0	0
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	3	250	3	250	0	0
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	14	1,375	14	1,375	0	0
Total	88	9,328	88	9,378	0	50

BACKGROUND AND CONTEXT

The Smithsonian American Art Museum (American Art) is the nation's Museum dedicated to the arts and artists of the United States from colonial times to the present. It is the home of the largest and most inclusive collection of American art in the world, and its holdings of more than 42,000 works, spanning three centuries of the nation's cultural development, tell the story of America through the visual arts. The Museum's programs make the collection available to national audiences and beyond, as well as to those who visit its two historic landmark buildings in Washington, DC: the Donald W. Reynolds Center (DWRC) for American Art and Portraiture (shared by American Art and the National Portrait Gallery) and the Renwick Gallery, dedicated to American crafts and decorative arts.

To achieve the goal of Excellent Research, American Art curators and research Fellows-in-residence use the collection and other resources to develop new insights into America's cultural and artistic legacy. The resulting knowledge informs collections development and serves as the basis for exhibitions, associated award-winning catalogues and scholarly publications, and material for online content and educational programs. The Museum's peer-reviewed journal, *American Art*, serves as an additional venue for scholarship in the field. The Museum hosts international symposia on topics of relevance in the field of American art.

Broadening Access is achieved through a web of activities. The Museum is taking full advantage of the latest technologies (e.g., audio, multi-media, podcast tours, smart phones, tablets, and applications) as well as innovative cross-platform educational games that integrate new social media and services to engage audiences both online and on site. Three videoconference centers deliver the Museum's programs around the world. Digitization of the collection continues apace, thereby enabling the Museum to add new content and features to its online resources.

An ambitious schedule of exhibitions developed in-house and complemented by shows obtained from other organizations attracts new visitors and encourages repeat visits. Large exhibition spaces, shops, and a restaurant greet visitors with a broad range of activities to maintain their interest. The Lunder Conservation Center provides a window on preservation of the nation's collections, and the Luce Foundation Center for American Art displays 3,500 collection objects in a unique visible storage center. The Renwick Gallery has additional space for exhibitions, public programs, and rotating displays of its permanent collection of American crafts. Multiple traveling exhibitions organized by the Museum are shared with museums throughout the United States, giving the public broad, direct access to the nation's artistic and cultural heritage.

Public programs complement Museum exhibitions and collections through courtyard concerts, family days, heritage month programs, tours and gallery talks, scavenger hunts, and craft and sketching workshops, as well as alternate reality games.

Diverse activities advance the goal of Revitalizing Education. National education programs directly reach K–12 teachers and students. These include adoption of the latest technologies where most effective, as well as incorporation of art into core curricula. Resident teacher institutes are supplemented by online/on-demand courses for the K–12 community. The Museum regularly collaborates with private and public organizations to provide teachers with new tools and resources. Students are brought into the Museum as often as possible to provide that unique direct experience with great art. The MacMillan Education Center, located in the galleries, benefits students in classrooms across the nation and U.S. military bases worldwide as well as school groups touring the Museum, conservators, research Fellows, and educators.

The goal of Strengthening Collections is achieved through multiple activities. Scholarship and research help set acquisition objectives. Gifts of art and private funds raised through development activities pay for additions to the national collection. Conservators obtain new tools and training to preserve the artwork. These are shared with colleagues and with the public in the Lunder Conservation Center. Conservation fellowships ensure that experience and knowledge are shared within the larger community of conservation practitioners.

Mission Enabling encompasses many activities. A proactive safety program ensures a safe and healthy environment for Museum staff and visitors. Information technology staff implement and maintain the information framework on which so many other efforts depend. This includes the exhibition space screens, kiosks, and optimizing online information for mobile devices. Managers carefully plan, promote, protect and conserve the Museum's resources.

For FY 2013, the budget estimate includes \$50,000 for necessary pay and other related salary costs for existing staff funded under this line item.

MEANS AND STRATEGY

Research on the collections and related topics by staff, augmented by the new curator of Latino art (a collaboration with the Smithsonian Latino Center), continues in support of exhibitions and the permanent collection, including three new exhibition catalogues scheduled for publication in FY 2013. The Museum's award-winning, peer-reviewed journal, *American Art*, will publish three issues of new scholarship. *American Art* hosts approximately 20 research Fellows from throughout the country, greatly increasing the number of scholars using the collections. The resulting discoveries and interpretations by staff and Fellows help Americans understand and appreciate their rich cultural heritage as well as advance scholarship in American art. Research also will feed into educational programs as well as the Web and new media.

Two-thirds of American Art's collection already is online and the Museum continues to digitize and post new images and content. The Museum makes images and content available through online image- and video-sharing sites and

collaborative initiatives with other organizations. American Art will expand its online presence via social media (e.g., Facebook, Twitter, and YouTube) and hosts the art blog, *Eye Level*. More podcasts and videos will be added to the Museum's online library. All these assets will be accessible regardless of device used. Video capture and editing technology will enable the Museum to expand its audience by webcasting events and hosting online discussions via instant messaging and blogs. Interactive exhibition components are added whenever needed. Geocoding of records in the *Save Outdoor Sculpture!* database (adding latitude and longitude markings) will enable staff to develop a Google map application to connect Americans throughout the country with their cultural heritage.

Four exhibitions are planned for FY 2013 at American Art and its Renwick Gallery. Major exhibitions at the DWRC include: *African American Art*, *The Civil War and American Art*, *Nam June Paik: Art and Process*, and *American Documents: 30 Years of Collecting Photographs at the American Art Museum*. The Renwick Gallery will feature *Behind the Veneer: Thomas Day, Master Cabinetmaker*. The well-received rotating exhibit, *Watch This!*, will showcase video and new media art from the Museum's permanent collection.

As part of its ongoing efforts to make as much material as possible accessible to the public, the Museum regularly rotates artworks in the permanent collection galleries to show the many facets of American art and culture, as well as to encourage return visits. FY 2013 includes two rotations from the permanent collection. The Luce Foundation Center for American Art displays an additional 3,500 collection objects in densely installed glass cases.

National outreach includes touring exhibitions with *Modern Masters*, *The Art of Video Games*, *African American Art*, and *Annie Leibovitz: Pilgrimage. 1934: A New Deal for Art* continues to crisscross America, traveling to three museums in FY 2013, its ninth, tenth, and eleventh venues out of 13. Interactive exhibition components continue evolving to keep pace with proliferating information conduits. In addition, whenever possible, American Art honors requests by other museums for loans from the national collection.

American Art engages a diverse audience through a range of public programs and online resources. The Museum will continue its popular tours, gallery talks, demonstrations and workshops. Individuals may bring in objects and talk with conservators about the proper care and handling of family heirlooms. Family Days and heritage month programs will create and sustain new relationships between the public and their cultural history. Public programs in the galleries, McEvoy auditorium and Kogod Courtyard will be supplemented by new Web content, as well as by making them accessible regardless of platform.

Education initiatives will expand as the Museum takes advantage of new online tools and assets. American Art continues to develop its highly successful distance-learning program that reaches classrooms worldwide. The addition of a new videoconference center within the MacMillan Education Center will enable

American Art to serve more students. Partnerships with Government agencies such as the National Park Service and National Archives and Records Administration expand the Museum's reach to more diverse audiences. The intern program, hosting approximately 50 students (this past year, from 19 states, Washington, DC, Japan, and Canada), will prepare the next generation of museum professionals. The Clarice Smith American Art Education Initiative will again host two institutes for more than 50 teachers (last year representing 18 states, Washington, DC, Guam, and Puerto Rico). The CISCO Virtual Institute will provide online, on-demand courses for K–12 teachers to develop resources and skills so they can more effectively use technology to incorporate art into their core curricula.

The safe storage and display of collection objects always is a top priority. American Art continues to develop public interest and awareness of preservation issues through the Luce Foundation Center and the Lunder Conservation Center and their many other public programs. The acquisition of new tools and instrumentation will allow more complete monitoring of the collection and application of leading-edge conservation techniques to preserve the collection. Artworks will be acquired to fill gaps in the collection identified through the Museum's collections plan. Time-based media (i.e., works which exhibit a changing observable state such as videos or LEDs) and Latino art will receive special attention.

Information technology and administrative procedures will be strengthened through close monitoring of resources and processes, especially as budgets tighten. Strong partnerships with Smithsonian central offices enable American Art to provide an end-user perspective on policy changes. Use of the Museum's searchable, Web-based Wiki format keeps staff current on the ever-changing procedural and regulatory environment. Continual review of work processes and conditions will be followed by proactive implementation and use of safer techniques and materials for both staff and the Museum environment.

NONAPPROPRIATED RESOURCES — Nearly all of American Art's non-personnel costs, including those for exhibitions, educational and public programs, and additions to the national collection, are paid with funds provided by individuals, foundations, and corporations. Donor/sponsor-designated funds support specific programs and projects. American Art's Capital Campaign is putting special emphasis on endowments so as to provide secure funding for these ongoing projects and activities. For example, in FYs 2011 and 2012 the Museum added two new endowments to support curatorship in American crafts. Additionally, general trust funds support salaries and benefits for about 40 percent of staff, as well as all fundraising activities and related costs.

The Renwick Gallery's major building systems are past their life expectancy after more than 40 years of use. An architecture/engineering firm was hired in FY 2012 to design the renovation of this Historic Landmark Building. The Museum is committed to raising private funds towards the renovation.

Introduction, *Mission Enabling*

The backbone of the Smithsonian must remain a dedicated workforce of employees and volunteers with 21st century skills and perspectives. Strong, responsive support services — such as collections stewardship, facilities management, Web and new media, audience research, marketing, and financial management — are essential to accomplish the Smithsonian's mission and vision. Finally, we need to generate revenue in new ways to ensure that we can fund our vision for the future.

UNITS primarily associated with Mission Enabling:

- **Outreach**
- **Communications**
- **Institution-wide Programs**
- **Office of Exhibits Central**
- **Museum Support Center**
- **Museum Conservation Institute**
- **Smithsonian Institution Archives**
- **Smithsonian Institution Libraries**
- **Office of the Chief Information Officer**
- **Administration**
- **Office of the Inspector General**
- **Facilities Maintenance**
- **Facilities Operations, Security, and Support**

OUTREACH

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2011 ESTIMATE	62	9,592	29	4,614	6	2,496	4	2,502
FY 2012 ESTIMATE	62	9,277	24	3,487	8	3,506	10	698
FY 2013 ESTIMATE	62	9,315	25	3,571	6	3,609	12	923

STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; REVITALIZING EDUCATION; AND MISSION ENABLING

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Excellent Research						
<i>Research</i>						
Engage in research and discovery	2	1,325	2	1,328	0	3
Ensure the advancement of knowledge in the humanities	0	1,013	0	1,015	0	2
Broadening Access						
<i>Public Programs</i>						
Provide reference services and information	3	414	3	415	0	1
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	40	4,750	40	4,773	0	23
Revitalizing Education						
<i>Education</i>						
Engage and inspire diverse audiences	12	1,296	12	1,303	0	7
Mission Enabling						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	1	95	1	95	0	0
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	4	384	4	386	0	2
Total	62	9,277	62	9,315	0	38

BACKGROUND AND CONTEXT

Broadening Access is a key component of the Smithsonian's Strategic Plan. All of the Institution's outreach activities link the Smithsonian's national collections, research, and educational resources with Americans from coast to

coast. Its aims are to 1) broaden the audiences who share in the nation's rich cultural heritage; 2) enhance widespread research-based knowledge of science, history, and art; and 3) provide opportunities for educators and scholars to further increase and diffuse knowledge.

Smithsonian outreach programs serve millions of Americans, thousands of communities, and hundreds of institutions in all 50 states, through loans of objects, traveling exhibitions, and sharing of educational resources via publications, lectures and presentations, training programs, and websites. Smithsonian outreach programs work in close cooperation with Smithsonian museums and research centers, as well as with 150 affiliate institutions and others across the nation.

This line item includes the programs that provide the critical mass of Smithsonian Across America outreach activity: the Smithsonian Institution Traveling Exhibition Service (SITES); Smithsonian Affiliations; the Smithsonian Center for Education and Museum Studies (SCEMS); the Office of Fellowships and Internships (OFI); and the Smithsonian Institution Scholarly Press (SISP). The Smithsonian Associates and the National Science Resources Center, which receive no direct federal funding, are also part of this national outreach effort.

For FY 2013, the budget request includes an increase of \$38,000 for necessary pay and other related salary costs for existing staff funded under this line item.

MEANS AND STRATEGY

Smithsonian Institution Traveling Exhibition Service (40 FTEs and \$4,773,000) — Now operating under the Smithsonian's Office of the Assistant Secretary for Education and Access, SITES in FY 2013 will celebrate its 61st year of sharing Smithsonian exhibitions and educational resources with people and places all across the country. More than 500 communities in all 50 states will host SITES shows in formats ranging from large-scale interactive exhibits for mainstream art, history, and natural history museums to portfolio and poster sets tailored to school classrooms. Encompassing subjects that parlay the Smithsonian's vast collection and research pursuits, SITES' FY 2013 offerings will address such topics as military mail, ecology, hometown sports, and the exploration of outer space.

SITES is a national leader in exhibitions that honor and celebrate the cultural heritages of African Americans, Latinos, Asian Pacific Americans, Native Americans, and the many other peoples who give our nation its unique vitality. FY 2013 resources will continue to be dedicated to this focus, generating cross-cultural public engagement through such exhibition topics as Latino music; a celebration of Native American achievement; ethnic foodways; African American aviation history; and the skateboarding traditions originating in Native American reservation communities. Broad distribution of a poster exhibit on the *bracero*

program to migrant education centers in all 50 states will give this long disenfranchised group a sense of pride in their heritage and a newfound affiliation with the Smithsonian.

SITES' landmark Museum on Main Street (MoMS) initiative will continue to enrich in tangible ways the underserved populations of rural America, whose access to national cultural programs is limited. Community enthusiasm joins with local merchants and regional educators when small-town USA opens its doors to the Smithsonian. In FY 2013, SITES will extend the reach of MoMS exhibitions not only out into the Pacific to Hawaii and Guam, but also to the most remote corners of Alaska.

Education, scientific research, and the harnessing of technology to reach younger generations are central tenets of today's Smithsonian, and SITES will be positioned in FY 2013 to address all three in groundbreaking exhibits. Included among them will be *Titanaboa: Monster Snake*, *The Evolving Universe*, *X-ray Vision*, and various complementary mobile and online applications that will spark the imagination and engagement of young people beyond the core exhibit setting.

While Americans may know the Smithsonian from one-time school trips or family visits, the presence of the Institution's resources on their home-town turf has a deeper resonance. SITES exhibitions represent the valuable public impact of the federal dollar. They are a source of immense local pride, bringing together people from diverse ethnic, age, and socio-economic groups to celebrate a shared national heritage.

Smithsonian Affiliations (2 FTEs and \$310,000) — The mission of Smithsonian Affiliations is to build a strong, national network of affiliated museums, and educational and cultural organizations which will facilitate the display of Smithsonian artifacts and expertise to communities across America. By working with both emerging and well-established museums of diverse sizes, subject areas, audience bases, and scholarly disciplines, Smithsonian Affiliations is creating the framework through which visitors unable to come to Washington, DC can experience the Smithsonian in their own communities. In addition, the Smithsonian is working closely with affiliated organizations to increase their audiences, expand their professional capabilities, and gain greater recognition in their local communities. There are currently 170 affiliate museums in 40 states, the District of Columbia, Puerto Rico, and Panama.

These strategies have resulted in the display of more than 8,000 Smithsonian artifacts in Affiliate locations, including items such as historic spacecraft, First Ladies' gowns, Civil War arms and uniforms, outdoor sculptures, scientifically significant mineral collections, and many more. Smithsonian scholars have participated in science literacy, American history, and art education programs at Affiliate locations. Professional development workshops,

internships, and visiting professional residencies have given Affiliates the opportunities to increase their knowledge and skills in areas such as collections management, exhibition planning, and museum administration. The Smithsonian Affiliations annual conference creates a forum for networking, information sharing, and future planning. New videoconferencing capabilities have also extended the reach of Smithsonian Affiliations. Current Affiliate projects build on the “Grand Challenges” outlined in the Smithsonian’s Strategic Plan.

Smithsonian Center for Education and Museum Studies (14 FTEs and \$1,503,000) — Smithsonian content experts and educators will work together to help strengthen American education and enhance our nation’s ability to compete globally. The Smithsonian will serve as a laboratory to create methods and models of innovative informal education and link them to the formal education system. SCEMS venues will take advantage of a range of interactive, Web-based technologies, and its programs will encourage continual exploration by learners of all ages. SCEMS will guide these educational efforts across the Smithsonian by creating an Institution-wide approach for education that leverages resources, strengthens communications, coordinates programming, and rewards innovative thinking and collaboration.

Office of Fellowships and Internships (5 FTEs and \$1,939,000) — The Office of Fellowships and Internships (OFI) has the central management and administrative responsibility for the Institution’s programs of research, fellowships, and other scholarly appointments. One of its primary objectives is to facilitate the Smithsonian’s scholarly interactions with students and scholars at universities, museums, and other research institutions around the world. The Office administers Institution-wide research support programs, and encourages and assists other Smithsonian museums, research centers and research offices with developing additional fellowships and visiting appointments.

The Smithsonian Institution offers fellowships to provide opportunities for graduate students, pre-doctoral students, and postdoctoral and senior investigators to conduct research in association with members of the Smithsonian professional research staff, and to more effectively use the resources of the Institution.

To achieve the goal of Excellent Research and maintain the Smithsonian’s level of expertise in the research community, the Institution must be able to continue attracting the best scholars. OFI is increasing fellowship stipends to provide awards comparable to other prestigious programs in order for the Smithsonian to maintain a competitive edge. Since funding for stipends has remained flat, the Smithsonian has increased the value of each award, but has decreased the number of fellowships awarded. The Smithsonian is trying to raise private funding for the Institution’s Fellowships and Scholarly Studies Program so that the Smithsonian has the resources necessary to help today’s young scientists become the next generation’s top researchers. In addition, OFI continues to provide current staff with the financial support needed to develop

new research initiatives, collaborate with other scholars, and establish the scope and feasibility of projects.

Smithsonian Institution Scholarly Press (1 FTE and \$790,000) —

Through the Smithsonian Contributions Series program, continually published since 1875, SISP publishes and disseminates research conducted by Smithsonian staff and their collaborators. The federal funds will support the production of the first-class science results and widened public distribution to libraries, universities, other organizations, and the public. The program publishes monograph series in several subject areas, including anthropology, botany, marine sciences, paleobiology, zoology, museum conservation, and history and technology, as well as edited collections and proceedings of interdisciplinary findings. Furthermore, federal resources will underpin the publishing of scholarly books written by Smithsonian staff or books closely related to Smithsonian collections. This advances the Institution's strategic goal of Broadening Access to the national collections.

NONAPPROPRIATED RESOURCES — General trust funds defray the costs of staff salaries and benefits, fund raising, exhibition design and production, publications, materials, outside specialists, and contractual services. Donor/sponsor-designated funds cover costs related to specific projects and programs.

COMMUNICATIONS

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2011 ESTIMATE	19	2,490	25	3,868	0	1,047	0	0
FY 2012 ESTIMATE	22	2,740	26	3,893	0	70	0	0
FY 2013 ESTIMATE	22	2,753	26	2,694	0	20	0	0

STRATEGIC GOALS: BROADENING ACCESS AND MISSION ENABLING

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Broadening Access						
<i>Public Programs</i>						
Provide reference services and information	8	663	8	666	0	3
Mission Enabling						
<i>Management Operations</i>						
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	10	1,608	10	1,618	0	10
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	3	352	3	352	0	0
Strengthen an institutional culture that is customer centered and results oriented	1	117	1	117	0	0
Total	22	2,740	22	2,753	0	13

BACKGROUND AND CONTEXT

The Office of Communications and External Affairs (OCEA) consists of four departments: the Office of Public Affairs (OPA), the Office of Government Relations (OGR), the Office of Visitor Services (OVS), and the Office of Special Events and Protocol (OSEP).

OCEA coordinates the Smithsonian brand strategy and oversees internal communications. The Office trains staff about the Institution's priorities and objectives, and informs them about important initiatives, enabling the Institution to execute its mission. OCEA is responsible for implementing the Smithsonian brand strategy, both internally and externally, ensuring the Smithsonian will reach more people. By improving internal communications to more effectively and

efficiently inform staff of Institution-wide policies, initiatives and events, OCEA encourages cross-unit collaboration.

OPA coordinates public relations and communications with museums, research centers and offices to present a consistent and positive image of the Institution. The Office meets its mission goals by strategically advancing the Institution's objectives, connecting people with Smithsonian experts, research, exhibitions, and public programs, and by working with conventional media outlets and social media. OPA connects to online audiences by overseeing content such as Visitor Information, Events, Exhibits, and *Encyclopedia Smithsonian* on the central website. OPA also administers content on Newsdesk, the Smithsonian's online newsroom. OPA works with units throughout the Institution to establish and maintain guidelines and standards.

OGR is a liaison between the Smithsonian Institution and the federal Government. This includes members and staff of the U.S. House of Representatives and Senate appropriations and oversight committees and other congressional offices, the White House, the Office of Management and Budget, and various federal agencies. OGR also works with other Smithsonian offices, informing them of federal-sector activities, tracking legislation pertinent to them, showcasing their exhibits, programs and discoveries for interested congressional offices, and managing their requests for high-ranking Government officials to participate in events.

OVS enables the Smithsonian's mission through its activities as the primary point of contact for Smithsonian visitors and volunteers. OVS goals focus on the recruitment and training of highly qualified, motivated and diverse volunteers to engage with visitors and assist Smithsonian staff with accomplishing research projects. OVS also provides online and print resources for visitors, and answers any questions they receive through public inquiry communication.

OSEP contributes to the advancement of the Institution by taking a leadership role in the planning and execution of a wide variety of special events and conferences. The Office participates in strategic decision making by developing events to help the Institution achieve its goals and objectives.

For FY 2013, the budget estimate includes an increase of \$13,000 for necessary pay and other related salary costs for existing staff funded under this line item.

MEANS AND STRATEGY

OPA allocates resources for national and international media publicity and to expand minority relationships through targeted social media outlets. OPA has primary responsibility for extending the Institution's communications message to

online audiences by managing content on the central website and on Newsdesk. OPA works with units throughout the Institution to establish and maintain guidelines and standards. OPA also produces *Smithsonian Science*, an online blog devoted to scientific research.

OPA initiates and responds to all media inquiries in a timely manner with accurate, concise information, and generates story ideas for the media featuring Smithsonian experts, exhibitions, research, and programs.

OVS formats and edits information for Smithsonian visitor-based websites, a central events calendar, a central exhibitions database, and selected publications. Staffers oversee the Smithsonian-wide visitor orientation information signs. Through the general Smithsonian email address, central telephone number, and the Smithsonian Information Center, personnel promote visitor education and direct Smithsonian stakeholders to appropriate Smithsonian staff offices. OVS staff educates visitors about the history of the Smithsonian Institution Building through a docent program. Staff implements strategies for volunteer recruitment, training, placement, and scheduling to support the Smithsonian's mission.

NONAPPROPRIATED RESOURCES — General trust funds support salaries and benefits of personnel and other related costs. In addition, these funds provide general support for information dissemination, outreach, publications, and general operations.

INSTITUTION-WIDE PROGRAMS

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2011 ESTIMATE	0	11,607	0	0	0	0	0	0
FY 2012 ESTIMATE	0	10,910	0	0	0	0	0	0
FY 2013 ESTIMATE	0	12,328	0	0	0	0	0	0

STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; STRENGTHENING COLLECTIONS; AND MISSION ENABLING

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Excellent Research						
<i>Research</i>						
Engage in research and discovery	0	1,301	0	1,303	0	2
Broadening Access						
<i>Public Programs</i>						
Provide reference services and information	0	1,119	0	1,121	0	2
Strengthening Collections						
<i>Collections</i>						
Improve the stewardship of the national collections	0	5,460	0	6,869	0	1,409
Mission Enabling						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	0	3,030	0	3,035	0	5
Total	0	10,910	0	12,328	0	1,418

BACKGROUND AND CONTEXT

Since 1993, Congress has approved the creation of the following four Institution-wide funding programs:

- Research Equipment Pool
- Latino Initiatives Pool
- Collections Care and Preservation Fund
- Information Resources Management Pool

In 1993, Congress approved the Smithsonian's reallocation of funds to create two Institution-wide funding programs: the Research Equipment Pool to support the units' needs for state-of-the-art research equipment, and the Information Resources Management (IRM) Pool to systematically address information technology (IT) needs throughout the Institution. The Institution first received funds in FY 1995 to support the development of a third Institution-wide program, this one for Latino initiatives, including research, exhibitions, and educational programming. In FY 1998, Congress approved a \$960,000 increase to the IRM Pool specifically dedicated to collections information systems (CIS) needs. The FY 2006 appropriation included an increase of \$1 million to establish another Institution-wide program — the Collections Care and Preservation Fund (CCPF). The CCPF provides resources for the highest priority collections management needs throughout the Institution to improve the overall stewardship of Smithsonian collections.

The budget request includes an increase of \$1,400,000 in the Institution-wide programs and \$18,000 to address inflation adjustments in this line item. The program increases include \$1,400,000 for the Collections Care Initiative. The budget request also includes an increase of \$900,000 for collections needs for the National Zoological Park (NZIP), which is justified here to strategically address critical collections care needs, but is included in the NZIP unit narrative of this budget submission.

ADDITIONAL BACKGROUND AND CONTEXT — COLLECTIONS CARE INITIATIVE

Collections stewardship is a key component and core priority of the Smithsonian's Strategic Plan. Assembled over 165 years, Smithsonian collections are fundamental to carrying out the Institution's mission and Grand Challenges, serving as the intellectual base for scholarship, discovery, exhibition, and education. As recognized by the America COMPETES Act reauthorization, the proper management, documentation, preservation, and accessibility of collections are critical to the nation's research and education infrastructure, enabling researchers to address significant challenges facing society which involve the effects of climate change, the spread of invasive species, and the loss of biological diversity and its impact on the global ecosystem. The Institution must substantially improve collections care to ensure that Smithsonian collections remain available for current and future use. The volume, characteristics, complexity, and age of Smithsonian collections, as well as the variety of discipline-specific standards that apply to their care, make their management as unprecedented, challenging, and complex as the collections themselves.

Currently, Smithsonian collections total 137 million objects and specimens; more than 120,000 cubic feet of archives; and 1.9 million library volumes and materials, including rare books. Among the vast collections are irreplaceable national icons, examples of everyday life, and scientific material vital to the study of the world's scientific and cultural heritage, covering subjects from aeronautics to zoology. Through its collections, the Smithsonian presents

the astonishing record of American and international artistic, historical, cultural, and scientific achievement, with a scope and depth that no other institution in the world can match. As the steward of the national collections, the Smithsonian has the unique responsibility and historic tradition of preserving and making accessible its collections that are held in trust for the public.

Collections stewardship — the deliberate development, maintenance, preservation, documentation, use, and disposition of collections — is not a single process or procedure, but a series of components which are interwoven, interdependent, and ongoing. The condition of facilities housing collections, the quality of storage and preservation, and the ability to document collections in manual and digital formats directly affect the Smithsonian's ability to make collections available to scholars and the general public worldwide. Because collections stewardship is fundamental to the Smithsonian's mission, there is a critical and urgent need for new resources to accomplish basic collections management activities for accountability, preservation, and accessibility of the collections.

The Administration has defined stewardship of federal scientific collections as a key priority that is critical for maintaining America's excellence and leadership in science and technology. In this context, Smithsonian scientific collections serve an important role in public health and safety, national security, trade and economic development, medical research, and environmental monitoring. In addition, Smithsonian cryo-collections support the use of new technologies in emerging Institution-wide and national research initiatives.

Improved care of collections is a national priority. In early 2009, the Interagency Working Group on Scientific Collections (IWGSC), established by the Committee on Science of the National Science and Technology Council and co-chaired by the Smithsonian, issued a report on the current state of federal scientific collections and provided recommendations for their management and use. The Smithsonian has made excellent progress at raising the level of collections care and accessibility with improved collections care funding in recent years, and is now a leader in the federal community. The Smithsonian's collections care initiative and the FY 2013 requested increase directly support the recommendations of the IWGSC report, *Scientific Collections: Mission-Critical Infrastructure for Federal Science Agencies*, the Organization for Economic Cooperation and Development Global Science Forum, and the America COMPETES Act reauthorization, by taking a systematic approach to safeguarding collections for current and future generations of researchers and scientists.

MEANS AND STRATEGY — RESEARCH EQUIPMENT POOL

The Smithsonian's ambitious research agenda requires appropriate equipment to reach its goal of Excellent Research. This basic equipment infrastructure requires regular maintenance, upgrades, and routine replacement. With the current allocation, the Institution will strive to prioritize and address the many research needs throughout the Smithsonian community.

MEANS AND STRATEGY — LATINO INITIATIVES POOL

To achieve the goal of Broadening Access through research, exhibitions, collections, performing arts, and educational initiatives, the Latino Initiatives Pool provides annual funding for Smithsonian programs that focus on U.S.-Latino experiences and contributions to science, history, art, music, and society. Pool funds enhance the Smithsonian's ability to provide relevant programming through the support of exhibits, collections management, public programs, education, research, and community/public outreach and the acquisition of Latino art and artifacts. Projects are selected on a competitive basis from proposals that demonstrate effective deployment of the pool funds, other Smithsonian resources, and external funding.

MEANS AND STRATEGY — COLLECTIONS CARE INITIATIVE

To achieve the goals of Strengthening Collections and Broadening Access, resources will be applied to address these most critical collections areas:

- Collections care and preservation; and
- Collections information systems

The collections care and preservation resources will enable the Smithsonian to implement an Institution-wide collections assessment program, properly preserve collections, and store them in better conditions for use; the collections information systems resources will further the digitization of collections information and images, and provide improved public access to the national collections through the Web and mobile applications.

Smithsonian management acknowledges that an effective strategy for addressing collections challenges depends on a coordinated, Institution-wide approach. Three important pan-Institutional initiatives currently under way inform the Institution's strategies, budget request, and the allocation of resources:

- the implementation of an Institution-wide collections assessment that guides long-term strategic plans for collections, identifying areas where improvements are needed, establishing priorities, measuring progress, and providing a practical framework for the allocation of collections resources;
- the establishment of a central Digitization Program Office and implementation of a Digitization Strategic Plan to guide the digitization of collections and research holdings, including the issuance of central policy guidance, development of unit digitization plans and asset management plans, and documentation of progress in the digitization of collections; and

- the implementation of Institution-wide collections space planning to survey the current condition of Smithsonian collections space and develop a master plan for addressing current and projected collections space requirements throughout the Institution.
- **Collections Care and Preservation**

The Smithsonian has made significant progress at raising the level of collections care and accessibility with targeted collections care funding. Through collections assessments, long-term planning, and prioritization, the Smithsonian is strengthening collections in a pragmatic, strategic, and integrated manner. Holistic collections-level management has capitalized on economies of scale and enabled comprehensive collections care improvements that benefit the greatest number of collections items in an efficient, practical, and cost-effective way.

In FY 2010, the Smithsonian conducted an Institution-wide collections assessment. As part of the assessment, Smithsonian collecting units grouped and assessed their collection holdings by defined pragmatic or nominal subunit collections based on their management and use, characterizing the quality of collections storage equipment, preservation, physical access, and collections space. Based on the collections assessment results, this budget request will target specific collections and improve substandard aspects of collections care to an acceptable level, providing essential resources to meet professional standards of collections care and address the Institution's highest priority collections management needs, including Institution-wide initiatives regarding the management and preservation of cryo-materials and time-based media. This will enable the Smithsonian to use the requested funds in the most efficient and cost-effective manner possible.

During FY 2011, as part of the Institution's collections space planning initiative, the Smithsonian completed a survey of its collections space. The baseline data provides a snapshot of current collections space conditions throughout the Institution. To address near-term space requirements based on the collections space survey and collections assessment, the Smithsonian requests capital funding to correct the most severe collections space deficiencies at the Garber Facility in Suitland, Maryland. Constructed in the 1950s and 1960s, the Butler-style buildings were originally designed as temporary structures. Although some buildings have been added or replaced, most have long passed their useful lifespan, are structurally compromised or failing, and are substandard facilities for housing collections. For example, environmental conditions are inadequate and hazardous to collections, including asbestos and lead-containing dust contamination, while overcrowding severely restricts physical access, preservation, and use of the collections. The Facilities Capital request supports the decontamination, accountability, stabilization, crating, and

move of National Museum of American History (NMAH) and National Postal Museum (NPM) collections in Building 15, which will be the first step toward a phased redevelopment plan for the Garber Facility.

The Collections Care and Preservation Fund provides vital resources to ensure that the Institution meets its collections stewardship responsibilities and makes progress toward addressing the Smithsonian's critical collections needs. Collections care funding provides resources for the Smithsonian to implement the Institution-wide collections assessment program, address the Smithsonian Inspector General's collections-related audit recommendations, and improve the preservation, storage, and accessibility of collections currently at risk of loss or damage.

The Smithsonian will strategically correct collections care deficiencies identified in the Institution-wide collections assessment that serves as a model for use by museums and federal agencies in the management and preservation of collections. Stewardship of collections is a key component of the Smithsonian's mission and a core priority of the Smithsonian's Strategic Plan, as well as a national priority critical to the country's research infrastructure. Collections care funding directly supports the Smithsonian's overarching goal of strengthening the preservation and accessibility of collections that are vital to current and future scholarly research, education, and the nation's scientific enterprise.

In FY 2013, the Smithsonian will continue to build on these initiatives and follow an action plan for strategically addressing the critical preservation and storage needs of collections, based on the results of the Institution-wide collections assessment and collections space survey.

- **Collections Information Systems**

Smithsonian collections information systems (CIS) serve as a foundation for accountability, public education, and research of the Institution's collections. Digitizing collections information supports the strategic goals of Strengthening Collections and Broadening Access by improving accountability and accessibility of the national collections via the Web and mobile applications. CIS resources directly support the Institution's mission and Grand Challenges by building and maintaining core collections information systems; funding the continued digitization of collections; and improving access to digital collections information for scientific inquiry and public engagement. Successful results of past funded projects include:

- the digitization of millions of collections records and images made available to researchers and the public;
- the migration of millions of records from obsolete legacy database systems to stable and accessible collections information systems;
- the improved accountability of registration-level records with curatorial research, digitized legal documentation, and verified provenance;

- the sharing of scientific data with researchers and scientists around the globe;
- the purchase and customization of a digital asset management system used by multiple Smithsonian units, which delivers images to the Enterprise Digital Asset Network (EDAN); and
- the purchase and implementation of a single, commercial collections information system for the Smithsonian's six art museums as well as the National Air and Space Museum, the National Postal Museum, the Anacostia Community Museum, and the National Museum of African American History and Culture.

MEANS AND STRATEGY — INFORMATION RESOURCES MANAGEMENT POOL

IRM Pool funds support network operations and server administration. Specifically, funds are used for:

- upgrades and enhancements to the Smithsonian's IT infrastructure
- contractor support in the Network Operations Center
- provision of Active Directory and desktop migration technicians
- network hardware/software maintenance
- digitization of collections information and images
- public delivery of Smithsonian digital assets

FY 2013 REQUEST — EXPLANATION OF CHANGE (COLLECTIONS CARE INITIATIVE)

The FY 2013 budget estimate for Institution-wide programs includes an increase of \$1,400,000 for the Collections Care and Preservation Fund. This request directly supports the Smithsonian's Strategic Plan to continually improve the quality of collections preservation, storage space, management, information content, and physical and electronic access while leveraging resources to support Institution-wide initiatives that strategically address Smithsonian collections care. Collections care funding directly supports the Smithsonian's overarching goal of improving the preservation of and accessibility to the collections that are vital to current and future scholarly research, education, and the nation's scientific enterprise.

The increases highlighted below will assist in achieving the strategic goal of Strengthening Collections by improving collections management, mitigating collections deterioration, and supporting Smithsonian-wide initiatives that strategically address the Institution's most critical collections care needs.

• Collections Care and Preservation Fund (+\$1,400,000)

This budget increase provides essential resources to meet professional standards of collections care. These funds will enable the Institution to

provide better access to the national collections as well as the improved storage, conservation, and preservation resources needed to ensure the longevity and availability of the national collections. The increases are as follows:

- (+500,000) to address the Smithsonian's Inspector General audit recommendations regarding specific deficiencies in collections management at NMAH. The funding increase will strengthen inventory controls and documentation, thereby improving collections accountability and accessibility.
- (+\$500,000) to stabilize, conserve, re-house, catalogue, store, and digitize collections for long-term preservation and accessibility. The increase will improve the preservation, management, and accessibility of collections identified as being at risk during the collections assessment and collections space survey.
- (+\$400,000) to purchase storage units and drawers to replace obsolete, substandard storage cabinetry that is detrimental and hazardous to collections, staff, and researchers. Providing sufficient, secure, and appropriate storage equipment is the most effective and efficient way to minimize physical and security risks to the collections and to improve overall accessibility. The purchase of such cabinetry is a lasting infrastructure investment in the long-term preservation interest of Smithsonian collections.

- **Unit-Based Collections Care and Preservation (+\$900,000)**

This budget increase provides the National Zoological Park (NZIP) with resources to support the welfare and care of the animal collection. Excellence in animal care is paramount for maintaining the Zoo's accreditation by the Association of Zoos and Aquariums (AZA), as well as for maintaining compliance with the Animal Welfare Act. The requested increase supports animal nutrition, and will cover increasing health care costs as well as necessary supplies, operational, enrichment, and transportation costs needed to care for the animal collection. Additional details are provided in the NZIP unit narrative of this budget submission.

OFFICE OF EXHIBITS CENTRAL

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2011 ESTIMATE	27	3,006	6	361	0	0	0	0
FY 2012 ESTIMATE	28	3,007	4	509	0	0	0	0
FY 2013 ESTIMATE	28	3,024	4	509	0	0	0	0

STRATEGIC GOALS: BROADENING ACCESS AND MISSION ENABLING

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Broadening Access						
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	23	2,429	23	2,446	0	17
Mission Enabling						
<i>Management Operations</i>						
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse.	5	578	5	578	0	0
Total	28	3,007	28	3,024	0	17

BACKGROUND AND CONTEXT

The mission of the Office of Exhibits Central (OEC) is to be a full-service design, editing, and production shop supporting Smithsonian public exhibitions; serving units within the Smithsonian that have no design, editing or production capabilities; providing the entire Smithsonian exhibition community with specialized skills and equipment; and supporting resource-sharing among units.

To achieve the strategic goal of Broadening Access, the OEC will continue to focus on its core mission of designing and producing exhibitions for the Institution. Clients with limited or no design or production capabilities can use the OEC for full exhibition services, including design, editing, graphics production, cabinetry, model making, and crating. The OEC fosters collaboration among units by providing consultations, especially in the early stages of an exhibition. With their broad array of skills, the OEC team of experts can network across the entire Smithsonian, resulting in more compelling exhibits that connect the American people to their history and cultural and scientific heritages. For clients who need specialized services, the OEC will continue to develop its expertise in computer-controlled production and automated modeling

technologies, such as 3D scanning and printing. In addition, the OEC will provide opportunities for Smithsonian colleagues to take advantage of its state-of-the-art facility, allowing trained staff to work with its specialized equipment. The OEC's Object Storage Facility (OSF) offers secure, climate-controlled storage for artifacts during production.

The OEC's Special Exhibitions Division (SED) will continue supporting exhibitions in the S. Dillon Ripley Center galleries, as well as in the Commons, Schermer, and Great Hall galleries in the Smithsonian Castle.

For FY 2013, the budget estimate includes an increase of \$17,000 for necessary pay and other related salary costs for existing staff funded under this line item.

MEANS AND STRATEGY

As the Smithsonian's most comprehensive producer of exhibits, the OEC is dedicated to providing its Smithsonian clients with first-class exhibition design, editing, production, and installation services. Each year, the OEC designs and produces approximately 100 projects, large and small, for almost every office and museum in the Smithsonian.

In FY 2013, most OEC resources will be focused on achieving the goals of Broadening Access and Mission Enabling by improving the quality of exhibition design and production at the Smithsonian. This will be done by:

- improving the quality of exhibition design, consultation, production, and installation services
- increasing and maintaining staff knowledge and expertise in state-of-the-art technology, techniques, and advances in the exhibition field, and upgrading equipment to support emerging trends
- cross-training staff within the OEC to share expertise and maximize efficiencies
- providing industry demonstrations of new technologies to Smithsonian units
- playing a lead role in the Exhibition Redesign Team's commitment to exhibition excellence, unit sharing, and advancement

The OEC will accomplish these objectives by focusing exclusively on exhibit-related work, freeing up OEC staff with specialized experience to concentrate on OEC's core mission: the design and production of exhibits. Building on well-established, collaborative relationships with other Smithsonian design and production units, OEC will play a stronger role in sharing their expertise with other Smithsonian units. These initiatives should result in a more informed and expert staff capable of promoting collaboration in the museum community, and dedicated to making the Smithsonian a leader in the exhibition field.

NONAPPROPRIATED RESOURCES — General trust funds support salaries and benefits of personnel and associated costs for the OEC's record-keeping system and specialized computer support.

MUSEUM SUPPORT CENTER

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2011 ESTIMATE	22	1,870	0	0	0	0	0	0
FY 2012 ESTIMATE	23	1,871	0	0	0	0	0	0
FY 2013 ESTIMATE	23	1,881	0	0	0	0	0	0

STRATEGIC GOAL: STRENGTHENING COLLECTIONS

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Strengthening Collections						
<i>Collections</i>						
Improve the stewardship of the national collections	23	1,871	23	1,881	0	10
Total	23	1,871	23	1,881	0	10

BACKGROUND AND CONTEXT

The Museum Support Center (MSC) is the Smithsonian's principal off-site collections preservation and research facility. Located in Suitland, Maryland, this facility houses more than 55 million objects, or 40 percent of the Institution's irreplaceable national collections, primarily from the National Museum of Natural History (NMNH). Other Smithsonian museums that use MSC are the National Museum of American History, the Hirshhorn Museum and Sculpture Garden, the Freer and Sackler Galleries, the National Museum of African Art, the National Postal Museum, the Smithsonian Environmental Research Center, and the National Zoological Park. During the past five years, the MSC has greatly expanded the capacity of the facility by adding one Pod and renovating a second, and by installing high-density mobile storage systems in these new spaces. The MSC accommodates collections in a variety of state-of-the-art equipment: collections in cabinets; mobile shelving for biological specimens preserved in alcohol; meteorites in nitrogen atmosphere, and tissues and film in mechanical and nitrogen vapor freezers; high bay storage for very large objects such as totem poles, boats, and large mounted mammals; and large mobile racks for storing art.

The facility also houses laboratories for molecular systematics, conservation, and other specialized research. The MSC supports contracted maintenance services and required calibration for much of the specialty collections preservation and laboratory equipment, such as environmental chambers, freezers, nitrogen systems, fume hoods, reverse osmosis water systems, and oxygen detection systems. The MSC staff provides disaster response and management services, including a hazardous response team; construction coordination and logistics support; safety and pest control; collections relocation; administrative, shipping and receiving services; and computer support services for administrative, research, and collections data management needs.

For FY 2013, the budget estimate includes an increase of \$10,000 for necessary pay and other related salary costs for existing staff funded under this line item.

MEANS AND STRATEGY

To support the Smithsonian strategic goal of Strengthening Collections, the FY 2013 funding will be used to complete relocation of frozen tissue collections from the NMNH Bio-Repository. MSC staff will also work on recovery from the earthquake of August 2011, moving cabinetry back into position and stabilizing broken and unsecured collection objects to protect them and prevent future damage.

In FY 2013, MSC staff will continue to support maintenance of the collections and the research equipment needed to protect staff and collections. In addition, the MSC will prepare for the multi-phased master plan renovations at the Center, which will improve and update support systems and laboratory spaces at the facility.

MUSEUM CONSERVATION INSTITUTE

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2011 ESTIMATE	21	3,230	0	21	0	23	0	2
FY 2012 ESTIMATE	22	3,231	0	35	1	203	0	20
FY 2013 ESTIMATE	22	3,247	0	20	1	236	0	0

STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; REVITALIZING EDUCATION; STRENGTHENING COLLECTIONS; AND MISSION ENABLING

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Performance Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Excellent Research						
<i>Research</i>						
Engage in research and discovery	7	1,058	7	1,006	0	-52
Broadening Access						
<i>Digitization and Web Support</i>						
Provide improved digitization and Web support	1	47	1	89	0	42
<i>Public Programs</i>						
Provide reference services and information	1	123	1	125	0	2
Revitalizing Education						
<i>Education</i>						
Engage and inspire diverse audiences	1	136	1	138	0	2
Strengthening Collections						
<i>Collections</i>						
Improve the stewardship of the national collections	7	1,083	7	1,089	0	6
Mission Enabling						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	4	677	4	691	0	14
Modernize the Institution's financial management and accounting operations	1	107	1	109	0	2
Total	22	3,231	22	3,247	0	16

BACKGROUND AND CONTEXT

The Smithsonian's Museum Conservation Institute (MCI) is the center for specialized technical collections research and conservation for all Smithsonian museums and collections. The MCI combines knowledge of materials and the history of technology with state-of-the-art instrumentation and scientific techniques to provide technical research studies and interpretation of artistic, anthropological, biological, and historical objects. Through its *Healthy Environments, Healthy Practices, Healthy Collections* initiative and the training program "Preventing Illicit Trafficking — Protecting Cultural Heritage," the MCI responds to the threats that affect cultural heritage in multiple and complex ways, including developing less invasive and damaging storage, display, and conservation techniques, and by supporting U.S. agencies and the museum community in understanding and identifying illicitly trafficked cultural heritage.

The MCI, as the only Smithsonian resource for technical studies and scientific analyses for most of the Smithsonian's collections, brings unique analytical capabilities to Smithsonian researchers, including a central mass spectroscopy instrument core and advanced technological capabilities. These services are available to Smithsonian units at no charge. In addition to requests for consultations from within the Smithsonian, the MCI responds to requests from affiliates and outside organizations, such as the White House, U.S. Congress, U.S. Department of Homeland Security — Immigration and Customs Enforcement, U.S. Department of State, and other federal, museum, and academic organizations.

For FY 2013, the budget estimate includes an increase of \$16,000 for necessary pay and other related salary costs for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the strategic goal of Excellent Research, the MCI will provide increased technical and research assistance to the museums and scientific research centers. The MCI will initiate, facilitate, and support collaborative research projects on biological isotopes and proteomics, nanoscale analysis of museum materials, modern museum and collection materials such as plastics, the mechanisms of degradation and biodeterioration, and historical and archaeological technologies. The MCI will also use its website, publications, hosted symposia, presentations, invited seminars, and lectures to disseminate the results of its research programs.

The MCI's technology transfer initiatives (digital and spectroscopic imaging, proteomics, modern materials, and biodeterioration) will cross all of the boundaries between Smithsonian units and support all of the Smithsonian's Grand Challenges and consortia. The MCI's exploration of new technologies in

spectroscopic imaging and proteomics will support the Grand Challenges of Unlocking the Mysteries of the Universe and Understanding and Sustaining a Biodiverse Planet, respectively. MCI's exploration of materials science related to modern materials will support the Grand Challenge of Understanding the American Experience and its research program The Age of Plastic. Biodeterioration research will use technology from Sustaining a Biodiverse Planet to support the Grand Challenge of Valuing World Cultures. The MCI's investigations of historical and archaeological materials and technologies will also support Valuing World Cultures.

To achieve the goal of Broadening Access, the MCI's technical information office will continue serving the museum community, the cultural heritage management community, museum studies students, and the public. The technical information office answers direct inquiries and distributes general guidelines in printed and electronic formats, handling more than 800 information requests annually. MCI's website will be enhanced to increase the impact of the Institute's research and outreach programs. In addition, MCI is contributing to the Smithsonian's initiative in digitization and new media by developing new digital imaging capabilities appropriate for Facebook, Twitter, YouTube, Flickr, blogs, mobile applications, podcasts and virtual reality in ways that broaden access to collections, exhibitions, and outreach programs.

The MCI will achieve the goal of Revitalizing Education by continuing to promote career development for Smithsonian conservators and other collections care providers through Grand Challenge consortia participation, colloquia, symposia, and workshops, as well as distance-learning opportunities. The MCI, in collaboration with Smithsonian museums and affiliates, will offer public programs to present the results of MCI research, heighten awareness of the problems of preserving cultural heritage, and gain information about the nature and scope of problems that the Institute's constituencies encounter. The MCI will also partner with Smithsonian museums and affiliates to offer media events, printed and Internet materials, presentations, workshops, and demonstrations to reach new audiences, especially those that will be targeted by the Institution's newest museums. The MCI will continue to offer internships for students pursuing careers in conservation and conservation science.

To achieve the goal of Strengthening Collections, the MCI will support Smithsonian museums and research centers in their efforts to care for the national collections and disseminate that information to the larger museum community and the public. The MCI will continue its study of the assessment and remediation of collection hazards. In addition, the MCI will focus on developing and using less invasive and less damaging materials and procedures for collection conservation, reflecting the importance of incorporating energy-efficient and "green" materials and practices into the Institute's work. The MCI will pursue collaborative conservation treatment projects with other Smithsonian units to provide conservation guidance and art history technical consultations to the art

and history museums on their more challenging and unique objects. Through continuing communication and interaction with museum conservators, the MCI will identify special training needs and research projects, and will develop research and symposia to address the most urgent collection preservation needs, such as museum environments (involving light, temperature, and humidity), museum hazards (such as pests and pesticides), and collections storage.

The MCI's umbrella theme, *Healthy Environments, Healthy Practices, Healthy Collections*, directly supports the Smithsonian's Strategic Plan priorities in all four Grand Challenge areas, although its primary impact will be in Understanding the American Experience and Valuing World Cultures.

To achieve the goal of Mission Enabling, the MCI will use the Smithsonian's Strategic Plan and its own strategic plan to allocate its budgetary and human resources, and to secure additional financial resources for its high-priority programs. Resource allocations will be tracked against performance metrics in each of the strategic areas, and against the needs and goals of the Smithsonian's museums and research centers. The MCI will encourage staff to participate in budget-performance integration, succession management, and leadership development programs. In addition, the MCI will continue to implement and communicate efficient, rational, and creative operational and administrative practices which enable staff to advance the Smithsonian mission while ensuring that resources are wisely managed in a manner that reflects transparency and the Smithsonian's status as a public trust. The MCI will maintain an efficient, collaborative, committed, innovative, and accountable workforce through leadership, development, evaluation, and support of staff and the recruitment, selection, and development of diverse, highly skilled employees. MCI will promote diversity in all aspects of working with the Institution's operations, employees, Fellows, interns, and vendors. The MCI will continue to improve communications with internal and external stakeholders.

NONAPPROPRIATED RESOURCES — Annually, the MCI receives non-appropriated resources from gifts and endowments, grants and contracts, discretionary income, and business ventures. These sources provide funds for specific programs and projects in research, education, and outreach designated by the donor/sponsor and for general activities at the discretion of the director. The Andrew W. Mellon Foundation challenge grant has resulted in a restricted endowment of \$5 million, with an annual payout of approximately \$250,000. The funds released by the endowment will remain in the MCI budget for strengthening conservation science research.

SMITHSONIAN INSTITUTION ARCHIVES

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2011 ESTIMATE	19	2,189	3	395	2	170	0	18
FY 2012 ESTIMATE	20	2,189	4	449	2	184	1	33
FY 2013 ESTIMATE	20	2,201	4	426	0	0	0	11

STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; STRENGTHENING COLLECTIONS; AND MISSION ENABLING

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Excellent Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	2	217	2	218	0	1
Broadening Access						
<i>Digitization and Web Support</i>						
Provide improved digitization and Web support	2	143	2	144	0	1
<i>Public Programs</i>						
Provide reference services and information	3	284	3	286	0	2
Strengthening Collections						
<i>Collections</i>						
Improve the stewardship of the national collections	10	1,115	10	1,121	0	6
Mission Enabling						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	3	430	3	432	0	2
Total	20	2,189	20	2,201	0	12

BACKGROUND AND CONTEXT

The Smithsonian Institution Archives (SIA) serves as the institutional memory of a unique cultural organization. The history of the Smithsonian serves, in many ways, as the history of scientific enterprise in America, particularly in the 19th century. SIA supports the Smithsonian community, scholars, and the public by evaluating, acquiring, and preserving the records of the Institution and related documentary materials, as well as making them accessible online and on site.

SIA manages the care, storage, packing, and retrieval services for most of the Institution's records. The permanent records are safeguarded and preserved in leased facilities in Washington, DC and Iron Mountain in Boyers, Pennsylvania. Electronic records are supported on SIA-owned servers and at the Institution's data center in Herndon, Virginia. In addition, SIA develops policies and provides guidance for managing and preserving the Institution's vast archival collections, offers a range of reference, research, and record-keeping services, and creates products that promote understanding of the Smithsonian and its history and mission.

For FY 2013, the budget estimate reflects an increase of \$12,000 for necessary pay and other related salary costs for existing staff funded under this line item.

MEANS AND STRATEGY

In FY 2013, SIA will continue to focus on capturing, preserving, and providing access to research materials on Smithsonian history. SIA will continue to support the needs of thousands of researchers seeking information from the Archives; provide online access to ever more information from or about the holdings (via its new, robust website launched in 2011); collaborate fully with units serving broad external audiences (such as The Smithsonian Associates and the Smithsonian Affiliations Program); set archival collections-management standards; and assist all Smithsonian units with the proper disposition of their files.

An ongoing challenge will be to care for and preserve the historical photographic collection that documents the visual history of the Institution. Currently, this collection is at risk in an aging, cold-storage vault facility located in the basement of the National Museum of American History. The vault is rapidly reaching the end of its lifespan. In FY 2013, the Institution will complete installation of a new cold-vault facility within the Smithsonian's Pennsy Drive Collections and Support Center in Landover, Maryland, that will provide pan-Institutional collections storage. SIA will rehouse, stabilize, and move its nearly three million negatives and color transparencies to this new cold-storage vault to ensure the continued preservation of the Institution's photographic collection.

NONAPPROPRIATED RESOURCES — General trust funds support salaries and benefits for an archivist, a paper conservator, a conservation technician, and a head of Web, new media, and outreach. In addition, a part-time book conservator position is funded by donor/sponsor-designated trust funds.

SMITHSONIAN INSTITUTION LIBRARIES

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2011 ESTIMATE	85	9,963	8	1,225	6	1,865	0	0
FY 2012 ESTIMATE	86	9,967	10	1,460	4	1,916	0	0
FY 2013 ESTIMATE	86	10,165	8	1,337	4	1,916	0	0

STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; STRENGTHENING COLLECTIONS; AND MISSION ENABLING

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Excellent Research						
<i>Research</i>						
Engage in research and discovery	17	2,976	19	3,054	2	78
Ensure the advancement of knowledge in the humanities	21	2,396	19	2,460	-2	64
Broadening Access						
<i>Digitization and Web Support</i>						
Provide improved digitization and Web support	6	516	6	537	0	21
<i>Public Programs</i>						
Provide reference services and information	4	365	4	365	0	0
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	1	74	1	74	0	0
Strengthening Collections						
<i>Collections</i>						
Improve the stewardship of the national collections	24	1,994	24	2,029	0	35
Mission Enabling						
<i>Management Operations</i>						
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	1	109	1	109	0	0
Strengthen an institutional culture that is customer centered and results oriented	12	1,537	12	1,537	0	0
Total	86	9,967	86	10,165	0	198

BACKGROUND AND CONTEXT

As the largest and most diverse museum library in the world, the Smithsonian Institution Libraries (SIL) leads the Smithsonian in taking advantage of the opportunities of the digital society. SIL provides authoritative information and creates innovative services for Smithsonian Institution researchers, scholars, visiting Fellows, and the general public, to further their quest for knowledge. Through paper preservation and digital technologies, SIL ensures broad and enduring access to the Libraries' collections for all users.

For FY 2013, the budget estimate includes an increase of \$48,000 for necessary pay and other related salary costs for existing staff funded under this line item. In addition, this request includes an increase of \$150,000 to adequately address inflationary increases in library subscriptions. This increase will enable the Smithsonian Institution Libraries to cover the extraordinary inflation costs in purchasing journals and electronic databases which are critical to support the Institution's many research programs. Both of the above increases are included in the Fixed Costs section.

MEANS AND STRATEGY

SIL's strategic plan for 2009–2013, *A Focus on Service*, demonstrates the Libraries' dedication to providing information and creating innovative services and programs for the Institution and general public. SIL provides the correct selection of information resources (digital and print), and discovery tools to improve research productivity in support of the four Grand Challenges and Smithsonian Strategic Plan priorities. In 2013, SIL will continue to enlarge interactive engagement with users — through experimentation, trial projects, and Web-based communities — making SIL collections and other Web content available to millions of scholars, students, teachers, researchers, and interested people worldwide. SIL will expand its use of social media by making information available on mobile and tablet devices and by using blogs, Facebook, and Twitter to promote its programs and resources. SIL also reaches individual researchers and members of the public in every state and many foreign countries by acquiring and making available crucial books and articles on site and through its inter-library loan program. The Resident Scholar programs will continue to build collaborative partnerships worldwide with scholarly programs and individuals who find the Libraries' collections vital to their research.

SIL will enhance researchers' access to Smithsonian collections through digital images and information offered on networked resources. Initiatives include developing Web-based discovery and retrieval tools and continuing to add new information to the Smithsonian Institution Research and Information System (SIRIS). For example, through the Smithsonian Collections Search Center, SIL provides access to research collections covering more than 460,000 pieces of commercial catalogues and trade literature, representing more than 27,000

manufacturers, corporations, and companies. SIL also makes available Art and Artists File material from the Libraries' art collections and provides users access to Smithsonian Research Online, which documents the scholarly output of the Institution at <http://research.si.edu/>.

SIL continues to supply information resources that are critical to the Smithsonian's work by acquiring, preserving, cataloguing, and managing print and digital collections, particularly around the Smithsonian centers and areas of interdisciplinary research. SIL's Book Conservation Laboratory staff work to preserve and stabilize volumes that are damaged to ensure their availability for exhibition and future use, and the Libraries' Digital Imaging Center scans volumes to share on the Internet with users everywhere. SIL responds to staff and visitor needs by redesigning facilities to retain tightly focused, on-site collections integrated with collaborative space, while relieving overcrowded libraries by providing environmentally sound off-site shelving and housing at the Pennsy Drive facility. In FY 2013, renovations are continuing in the libraries in the National Museum of Natural History (NMNH), at the Smithsonian Environmental Research Center, and the Museum Support Center, as well as at the National Zoological Park's Smithsonian Conservation Biology Institute at Front Royal, Virginia. SIL continues to collaborate with National Museum of African American History and Culture in planning for its library space.

SIL continues to inform the nation about its collections and to create interest in them through its exhibition program, which shows the intrinsic beauty of books as artifacts and cultural icons, as well as the value of books for the information they provide as documentation for art, science, and artifact collections. In NMNH, the Libraries will display heavily illustrated works from the 19th and early 20th centuries, documenting information on species that now face environmental challenges. Most exhibitions have an online component to broaden the audience and keep the exhibitions updated for future learning.

SIL collaborates with other Smithsonian units and external organizations in many ways. The Libraries create and publish digital research products to give scholars the documentation they need for their research in all fields. These products include republication of significant out-of-print books and articles, original diaries and manuscripts, collections of archival literature, illustrations, topical exhibitions, and bibliographic guides and databases. With the support of private funding, SIL houses the Secretariat for the Biodiversity Heritage Library, an international project to digitize and make easily available the legacy literature of biodiversity, involving partners in the United States, China, Australia, and Brazil. SIL will also continue digitizing its own biodiversity literature to contribute to this digital library. In 2013, SIL will expand its efforts to include digitization projects in history, arts, and culture.

SIL partners with the Smithsonian Scholarly Press to produce the electronic *SI Contributions* series and other publications, including conference

proceedings, and also hosts and maintains the Scholarly Press's website. SIL maintains the Smithsonian Research Online (SRO) database, comprising both the Smithsonian Digital Repository (SDR) and the Smithsonian Research Bibliography (SRB) to preserve and provide permanent access to the published results of the Institution's scholarly research. In FY 2013, SIL will develop these tools to provide information to use as Smithsonian Key Performance Indicators. SIL will continue to work with the Institution's art and history museums to expand the content of the SRO system retrospectively, with the goal of eventually providing a complete record of Smithsonian research productivity.

SIL will provide metadata guidance and incorporate, as appropriate, emerging national metadata standards on an Institution-wide basis for SIL and Smithsonian digital publications and products.

NONAPPROPRIATED RESOURCES — General trust funds help defray the costs of providing information services to Smithsonian units, and support publications, public programs, and fundraising efforts. In FYs 2012 and 2013, SIL will increase its efforts to raise funds through full participation in the Smithsonian's comprehensive fundraising campaign. The Libraries intend to focus efforts on established priorities: acquisitions, conservation, digitization, fellowships, and exhibitions.

OFFICE OF THE CHIEF INFORMATION OFFICER

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2011 ESTIMATE	96	45,526	17	3,507	0	0	0	0
FY 2012 ESTIMATE	91	45,920	18	3,306	0	0	0	0
FY 2013 ESTIMATE	93	48,545	18	3,306	0	0	0	0

STRATEGIC GOALS: BROADENING ACCESS AND MISSION ENABLING

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Broadening Access						
<i>Digitization and Web Support</i>						
Provide improved digitization and Web support	7	2,900	9	4,400	2	1,500
Mission Enabling						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	84	43,020	84	44,145	0	1,125
Total	91	45,920	93	48,545	2	2,625

BACKGROUND AND CONTEXT

The Office of the Chief Information Officer (OCIO) provides vision, leadership, policy, and oversight associated with managing and operating the information technology (IT) for the Institution's museums and research centers.

For FY 2013, the budget estimate reflects a net increase of 2 FTEs and \$2,625,000. This request includes:

- \$991,000 for communications increases that are justified in the Fixed Costs section of this budget submission
- \$1,500,000 and 2 FTEs in programmatic increases for Digitization
- \$134,000 increase for necessary pay for existing staff and other salary-related increases that are both justified in the Fixed Costs section of this budget submission

MEANS AND STRATEGY

The OCIO will use best practices in the management and operations of information technology to enhance the “increase and diffusion of knowledge” and achieve the Institution’s goals of Broadening Access and Mission Enabling. The following strategies are cross-cutting and central to the Smithsonian’s mission of connecting Americans to their history and heritage, as well as to promoting innovation, research, and discovery in science:

- Use state-of-the-art, secure information systems to modernize financial, human resources, facilities management, collections, education, and research processes
- Replace network equipment, servers, desktop computers, and scientific workstations on an industry best practice life cycle to increase reliability and improve the security of information systems and the data that they contain
- Leverage commercially available technology to enhance existing IT systems at the Smithsonian so that they will increase public access to and use of digital surrogates of collection objects and research data; and implement an Institution-wide Digitization Strategic Plan that addresses the creation, management, and use of these digital assets
- Maintain the Institution’s telecommunications infrastructure to provide reliable, secure, and cost-effective voice and data communications systems that support Smithsonian missions
- Meet federal requirements for providing timely and accurate financial information
- Improve the Institution’s ability to integrate financial and performance management systems as part of the Enterprise Resource Planning (ERP) effort

FY 2013 REQUEST — EXPLANATION OF CHANGE

For FY 2013, the OCIO budget estimate includes a total increase of 2 FTEs and \$2,625,000. This includes \$134,000 for necessary pay and other related salary costs for existing staff; 2 FTEs and \$1,500,000 for programmatic increases for the Digitization program; and \$991,000 for increased communications costs. The pay, other related salary costs, and communications increase requests are justified in the Fixed Costs section of this budget submission.

The programmatic summary of 2 FTEs and \$1,500,000 for the FY 2013 requested budget increase is described in greater detail below:

- (+\$500,000) — Digitization Program Office— the Digitization Program Office (DPO) leads the implementation of the first-ever Institution-wide digitization strategic plan. Increasing the quality and quantity of digital descriptions and surrogates advances each of the major goals of the overall Smithsonian Strategic Plan, in particular Broadening Access, Revitalizing Education, and Strengthening Collections. The increase provides resources to invest in the

continuing execution of the digitization strategy. In accordance with the strategy, the DPO will: a) increase its support for unit implementation of new Smithsonian digitization policy mandates (SD 610) by providing tools, training, and guidance; b) work with units to develop prototypes of rapid digitization workflows; and c) expand the gathering of data necessary for the creation of an operational plan for full-scale digitization of collections.

In support of all Smithsonian units, the DPO currently nurtures the 3D Digitization Center of Excellence as a cost-conscious model for investing in cutting-edge expertise and expensive digitization equipment. The increase allows the Center to grow its capacity to turn three-dimensional objects into electronic images which directly support the work of educators, scientists, and curators, thereby granting them access to collections and tools to engage in active research. Additional hardware and software investments will ensure 3D applications can move from pilot to program and fill gaps in the patchwork of existing and expected industry donations.

- (+\$250,000) — Housing the Digital Smithsonian, Storage and Backup — As the Smithsonian continues to build its digital Institution, OCIO must ensure that it offers enough storage and backup capacity to meet increasing demands. Centralized storage and backup solutions enable the sharing and exchange of digital assets both internally and with our constituents worldwide. Tools for increased capacity are increasingly driven by digitization and the larger share of research data that is born digital and that, once lost, cannot be reconstructed. External collaboration, education, and research through SharePoint software tools will also drive storage and backup needs.
- (+\$155,000, +1 FTE) — Digitization Asset Management System (DAMS) — provides the Institution with a centrally supported solution for the storage, preservation, search, and re-use of its image, video, audio, and other digital assets. A standardized DAMS infrastructure is critical if the Smithsonian Institution is to use its digital holdings to meet its strategic goals, such as Broadening Access. Many of the Smithsonian's digital assets are inaccessible because they reside on locally held external hard drives and CDs and are in danger of being lost. During FYs 2010 and 2011, DAMS grew from supporting 11 units to 35 and added support for video. Units are beginning to ingest whole collections and staff is needed to support both the system and the unit projects. In approximately two years, the system licenses will need to be doubled in order to support newer, higher processor core servers.
- (+\$140,000, +1 FTE) — Research and Scientific Data Repository — The OCIO Office of Research Information Services (ORIS) will assist units with managing their digital research information, from project inception to preservation and access of the data set by communities internally and

externally. These funds will be used to create a software environment that encompasses the complete life cycle of data management. This will be done by hiring staff to expand the pilot Trusted Digital Repository into a production system for the long-term preservation and access of the Institution's humanities and scientific research. ORIS is poised to fill this need by providing researchers with data management planning, preservation, and access and support services, in addition to supporting the Institution's strategic goals in education, research and Broadening Access.

- (+\$200,000) — SharePoint Collaboration and Forms — This increase is required to maintain the current service level agreements with units as usage continues to increase; to migrate to SharePoint 2010; to expand functionality built on the SharePoint platform to include MySite; and to implement project management on a common electronic platform. The requested increase will allow SharePoint to be used to its full potential, thereby enabling the Smithsonian to streamline processes and create a more productive work environment.
- (+\$100,000) — Web Analytics and Search Engine Optimization (SEO) — Web analytics and SEO software and services provide valuable information to Smithsonian webmasters to allow them to improve Web and new media experiences and better meet the needs of virtual visitors and participants. In addition, these services provide metrics to capture feedback on the Smithsonian's efforts to improve the quality and quantity of its Broadening Access initiatives through Web, new media, and mobile outreach.
- (+\$155,000) — Enterprise Digital Asset Network (EDAN) Support — The Smithsonian EDAN provides the Institution with a single point of access to data and associated images for all of its major collections. EDAN supports a reusable data and service infrastructure for search and retrieval of collection objects and digital assets, tagging of objects, Smithsonian creation of collection groups (e.g., a top 100), and end-user creation of personal collections (e.g., MyList). It also provides users a full-feature image delivery service with on-the-fly resizing and a zoom-in/out viewer. All of this is accessible for Smithsonian-developed Web and mobile applications. OCIO is constantly updating EDAN, working with Smithsonian units to add more collection objects, and developing enhanced Web and mobile features which empower Smithsonian units in their outreach projects and advance the Institution's goals. Programmer support is critical to the success of Institution-wide Web and mobile projects which use Smithsonian collections to advance the Broadening Access strategic goal.

NONAPPROPRIATED RESOURCES — General trust funds support salaries and benefits of personnel and other related costs of the OCIO.

ADMINISTRATION

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2011 ESTIMATE	183	33,293	157	29,625	14	3,085	2	92
FY 2012 ESTIMATE	182	34,054	166	31,236	10	2,347	2	301
FY 2013 ESTIMATE	185	35,129	173	31,827	11	2,276	2	251

STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; REVITALIZING EDUCATION; STRENGTHENING COLLECTIONS; AND MISSION ENABLING

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Excellent Research						
<i>Research</i>						
Engage in research and discovery	0	20	0	20	0	0
Ensure the advancement of knowledge in the humanities	0	22	0	22	0	0
Broadening Access						
<i>Digitization and Web Support</i>						
Provide improved digitization and Web support	0	12	0	12	0	0
<i>Public Programs</i>						
Provide reference services and information	0	124	0	125	0	1
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	0	44	0	44	0	0
Revitalizing Education						
<i>Education</i>						
Engage and inspire diverse audiences	3	240	3	241	0	1
Strengthening Collections						
<i>Collections</i>						
Improve the stewardship of the national collections	2	238	2	302	0	64
Mission Enabling						
<i>Security and Safety</i>						
Provide a safe and healthy environment	2	370	2	370	0	0
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	24	4,071	24	4,157	0	86

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	69	13,024	70	13,454	1	430
Modernize the Institution's financial management and accounting operations	51	10,277	53	10,747	2	470
Modernize and streamline the Institution's acquisitions management operations	31	5,612	31	5,635	0	23
Total	182	34,054	185	35,129	3	1,075

BACKGROUND AND CONTEXT

The Smithsonian Institution Administration program provides vision, leadership, policy, and oversight associated with managing and operating the museums and research centers. Administration includes executive leadership provided by the offices of the Secretary, the Under Secretary for Science, the Under Secretary for History, Art, and Culture, the Under Secretary for Finance and Administration/Chief Financial Officer, the Assistant Secretary for Education and Access, and the Deputy Under Secretary for Collections and Interdisciplinary Support, as well as the central administrative activities of human resources, diversity, financial, and contract management, in addition to legal services.

For FY 2013, the budget estimate reflects an increase of 3 FTEs and \$1,075,000. This request includes:

- \$355,000 for necessary pay and other related salary costs for existing staff funded under this line item, which are justified in the Fixed Costs section
- \$72,000 for the annual audit of the Smithsonian's financial statements (+\$36,000) and increased processing fees for the Smithsonian's payroll services (+\$36,000), which are justified in the Fixed Costs section
- -\$235,000 decrease for Workers' Compensation, based on the bill for FY 2013 and justified in the Fixed Costs section
- \$883,000 and 3 FTEs in programmatic increases to provide additional supplier diversity support to units and to advocate for greater participation of small businesses in contracting; support critical requirements to strengthen internal controls, including improving cash management policies; and increase mandated supervisory training throughout the Institution.

MEANS AND STRATEGY

The Smithsonian will use best practices in management to enhance the "increase and diffusion of knowledge" and achieve the Institution's goals. The following strategies are cross-cutting and central to performing the Smithsonian's

mission of connecting Americans to their history and heritage, as well as to promote innovation, research, and discovery in science:

- Support the Board of Regents and its committees
- Develop and implement necessary internal controls as recommended by the Board of Regents' Governance Committee, which will involve strengthening personal property management inventory controls and meeting increased demands for acquisition of goods and services by realigning and augmenting resources
- Provide high-quality leadership and oversight for all policies, programs, and activities of the Institution's museums and research centers by attracting, recruiting, and retaining leaders with superior talent
- Provide oversight of the Smithsonian budget process as it is developed and executed to support the operating and capital programs of the Institution, establish and enforce budgetary policies and procedures, and ensure that resources support achievement of the Institution's goals and objectives
- Provide high-quality legal counsel and advice to the Regents, the Secretary, Under Secretaries, advisory boards, unit directors, Smithsonian Enterprises, and the Woodrow Wilson International Center for Scholars
- Provide leadership and guidance for Institution-wide collections initiatives, policies, and programs to improve the stewardship of Smithsonian collections
- Manage human resources, foster diversity, and align human capital with the Institution's goals and performance objectives. Continue to conduct workforce and gap analyses, strengthen training policies, develop succession planning, and evaluate and improve assessment tools for human resources performance
- Ensure the financial strength of the Institution and provide the Smithsonian with effective and efficient budgeting, financial, contracting, and management support services, including reliable financial reporting
- Advance the Institution's mission in the most economic, efficient, and cost-effective way by supporting audit, evaluation, investigative, contracting, and other advisory services
- Increase the Latino Center's public and educational outreach by: 1) developing exhibitions and correlative public and educational programs on Latino culture, art, and scientific achievement at the Smithsonian and affiliated institutions nationwide; 2) supporting Latino research, collections, exhibitions, and related projects at various Smithsonian museums and research centers; and 3) continuing innovation in new media, including the Latino Virtual Museum, social media, mobile applications, and other strategies which make full use of rapidly growing and accessible technologies and permit expanded delivery of programs and services to increasingly diverse audiences
- Support the Institution's commitment to teaching Americans about their rich heritage by increasing the capacity of the Asian Pacific American Program

(APAP) to offer innovative online initiatives that provide educational, programmatic, and outreach materials nationwide

- Work with the Secretary's executive diversity committee, Office of Human Resources, and Office of Equal Employment and Minority Affairs to ensure compliance with Federal Equal Employment Opportunity Commission mandates, promote the Smithsonian's Equal Employment Opportunity and workforce diversity policies, and advocate for the use of small and disadvantaged businesses throughout the Smithsonian Institution

FY 2013 REQUEST — EXPLANATION OF CHANGE

For FY 2013, the Administration budget estimate includes an increase of 3 FTEs and \$1,075,000, which includes \$355,000 for necessary pay and other related salary costs for existing staff funded under this line item; \$36,000 for inflation costs for the annual audit of the Smithsonian's financial statements; \$36,000 for increased processing fees for the Smithsonian's payroll services; and a decrease of -\$235,000 for the Workers' Compensation bill for FY 2013. These amounts are justified in the Fixed Costs section of this budget submission.

The programmatic summary of 3 FTEs and \$883,000 for the FY 2013 requested budget increase is described in greater detail as follows:

- (+\$161,000, +1 FTE) This increase is requested to hire one supplier diversity program analyst to provide additional supplier diversity resources for the Smithsonian. The funds will enable the Office of Diversity Initiatives to provide additional supplier diversity support to units, increase outreach initiatives, create training and awareness materials, enhance small and minority-owned business matching, advocate for greater participation of small businesses in subcontracting plans on large-dollar contracts, conduct reviews of unit Supplier Diversity Program implementation, and recognize units for their Supplier Diversity Program achievements.
- (+272,000, +2 FTEs) This increase for the Office of the Comptroller supports two GS-13 accountant positions to strengthen the Smithsonian's governance and financial internal controls. The first position is responsible for developing financial policies, procedures, and practices, and for evaluating the effectiveness of internal controls, including the monitoring of generally accepted accounting and financial management operations and formulating new policies and procedures as required. The second position will provide accounting advisory support to better manage accounting policies, procedures, and systems, and to provide proficient and authoritative finance support to the Smithsonian and all of its individual units. Additionally, this position will conduct vulnerability assessments of key cash processes and develop appropriate corrective actions to strengthen internal controls and improve financial management-related processes throughout the Institution.

- (+\$450,000) This increase supports a comprehensive, centrally funded program that includes training in: leadership; recruitment and hiring; equal employment; leave and pay administration; labor and employee relations; staff motivation; performance evaluation; coaching; and mentoring. Initial and follow-up supervisor training is mandated by law and supervisory competency is an identified weakness throughout the Smithsonian Institution. The need for well-trained supervisors is critical to ensure maximum staff productivity and performance while complying with the myriad rules, regulations, and policies involved in employee supervision. By having a centralized training fund, the Institution will ensure compliance with federal regulations, increase employee engagement, and mitigate costs resulting from insufficiently trained supervisors and leaders.

With the FY 2013 budget request, the Smithsonian will be able to improve its existing Supplier Diversity Program; strengthen critical financial internal controls with improved cash-management processes; and support a comprehensive, supervisory training program for office managers and senior leadership.

NONAPPROPRIATED RESOURCES — General trust funds support salaries and benefits of personnel and other related costs. General trust funds also are used to support administrative activities, information dissemination, outreach, publications, and fund raising. Donor/sponsor-designated funds provide support for costs related to programs and projects such as scientific research. For example, the Seward Johnson and Hunterdon endowment funds are used to improve basic support and strengthen important research efforts carried out at marine stations, and for pursuing scientific opportunities in oceanographic research. The Smithsonian received a \$10 million grant from the Gates Foundation to identify areas that the Institution wishes to grow. Some of those funds have been applied to support the Grand Challenge “Understanding and Sustaining a Biodiverse Planet.” One of the signature programs expected to emerge from that Grand Challenge, and being supported in part by the Gates Foundation funding, is an initiative to build a Smithsonian Marine Global Earth Observatory (GEO) network. The Gates Foundation grant has supported a series of planning workshops that have included partners throughout Government and universities. Preliminary projects have been funded to design these GEOs and to conduct some initial experiments to demonstrate the use and needs of such GEOs.

OFFICE OF THE INSPECTOR GENERAL

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2011 ESTIMATE	20	2,602	1	251	0	0	0	0
FY 2012 ESTIMATE	22	2,645	0	19	0	0	0	0
FY 2013 ESTIMATE	23	2,909	0	19	0	0	0	0

STRATEGIC GOAL: MISSION ENABLING

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Mission Enabling						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	22	2,645	23	2,909	1	264
Total	22	2,645	23	2,909	1	264

BACKGROUND AND CONTEXT

The Inspector General Act requires the Office of the Inspector General (OIG) to conduct and supervise audits and investigations that are, in the judgment of the IG, necessary or desirable relating to programs and operations of the Institution.

The OIG fulfills its mandate by conducting administrative and criminal investigations and engaging in audits and reviews of Smithsonian Institution operations and programs. The OIG's audits include annually required reports, such as the quality assurance review of the Institution's annual financial statement audits and Federal Information Security Management Act (FISMA) reviews. The OIG also conducts audits and reviews as listed in its annual Audit Plan.

The FY 2013 budget request includes a net increase of \$264,000, which includes \$14,000 for necessary pay and other related salary costs for existing staff funded under this line item, and \$250,000 to fund the salary, benefits, and support costs of the IG.

The Inspector General Reform Act of 2008 requires that the budget request detail the amount of funds requested by the OIG for staff training and to support the Council of the Inspectors General on Integrity and Efficiency (CIGIE). The OIG has requested \$40,000 for training, which is funded in the base resources.

MEANS AND STRATEGY

The resources requested will be used to fund salaries, benefits, and support costs for staff engaged in audits, investigations, and other activities necessary to accomplish the OIG's mission. To balance its oversight responsibility with available resources, the OIG selects mission-critical areas for evaluation that:

- figure prominently in the Smithsonian's Strategic Plan and annual performance plans and reports;
- are the focus of congressional and executive branch attention;
- have high public interest and/or large dollar outlays; or
- have known performance and/or accountability risks

The OIG's Audit Plan includes three mandatory sets of audits: (1) the annual audits of the Smithsonian's financial statements, which the OIG oversees; (2) the annual reviews under FISMA, which the OIG also oversees; and (3) an audit of the travel and other expenses of the Regents, conducted at their request to fulfill a statutory requirement. In addition, the plan includes audits of major contracts; collection practices of the museums to safeguard their assets from damage and loss; internal controls; management of institutional policies; and Smithsonian membership organizations.

The investigative staff will continue to conduct administrative and criminal investigations, resolve complaints, and proactively engage the Institution's staff to detect and prevent waste, fraud, and abuse.

In addition, the OIG will respond to requests for audits and reviews from the Board of Regents, the Secretary, and the Congress. The OIG will also continue to maintain a substantial inventory of areas identified as needing audit work.

FY 2013 REQUEST — EXPLANATION OF CHANGE

For FY 2013, the budget estimate includes a net increase of \$264,000. This increase includes \$14,000 for necessary pay and related salary costs for existing staff, and a programmatic increase of \$250,000 and 1 FTE to fund the salaries, benefits, and support costs of the Inspector General, as follows:

- The Institution requests \$250,000 and 1 FTE to convert the Inspector General (IG) position to a federally funded job. The Board of Regents determined that the duties and responsibilities of the IG are primarily federal in nature and the position should therefore be funded with federal resources and be consistent with federal agencies. The Regents also concluded that the most robust and relevant candidate pool would be in the federal sector.

NONAPPROPRIATED RESOURCES — General trust funds support the necessary expenses of the OIG's personnel and other related costs.

FACILITIES MAINTENANCE

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2011 ESTIMATE	357	70,000	0	0	0	0	0	0
FY 2012 ESTIMATE	358	70,690	0	0	0	0	0	0
FY 2013 ESTIMATE	359	71,618	0	0	0	0	0	0

STRATEGIC GOAL: MISSION ENABLING

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Mission Enabling						
Facilities						
Implement an aggressive and professional maintenance program	358	70,690	359	71,618	1	928
Total	358	70,690	359	71,618	1	928

BACKGROUND AND CONTEXT

The mission of the Office of Facilities Engineering and Operations (OFEO) is to provide world-class services and stewardship by building, operating, maintaining, and ensuring a safe, secure, and healthy environment to enhance the Smithsonian experience for all visitors. The Smithsonian receives more than 29 million visits annually.

OFEO is responsible for the maintenance and repair of an infrastructure of approximately 12 million square feet of owned and leased buildings and structures, including 19 museums and galleries, nine research centers, and the National Zoological Park (NZIP). The buildings and structures range from the well-known museums to supporting structures such as guard booths, animal shelters, and hay barns. Facilities Maintenance focuses on facility preservation activities and encompasses the upkeep of property and equipment. This work is necessary to realize the originally anticipated useful life of facility assets.

As new and renovated museums and major exhibitions open, maintenance requirements rise due to technological advances and an increase in the number of systems supporting the Smithsonian's infrastructure. For example,

the recent renovation of the Elephant House at NZP resulted in a 30 percent increase in the number of assets requiring maintenance in that facility.

In an effort to stretch current resources, OFEO has undertaken a number of initiatives to gain efficiencies. OFEO benchmarked its maintenance staffing levels with other museums and professional organizations, including the Association of Higher Education Facilities Officers (APPA), to ensure that resources were being effectively deployed. The Smithsonian is a past recipient of the prestigious Award of Excellence from APPA in recognition of the Institution's excellence in facilities management and its efforts to establish measurable performance standards and staffing levels for maintenance and efficient operations.

Ultimately, the Institution intends to achieve APPA's recommended level-1 standard for building maintenance ("Showpiece Facility"). That requirement has been validated through the Facility Condition Assessment process and Reliability Centered Maintenance (RCM) analysis. With existing resources, the Smithsonian operates at APPA maintenance level 3, "Managed Care," which provides an acceptable level of preventive maintenance and building system reliability to ensure proper conditions are maintained for collections and public expectations are met.

For FY 2013, the budget estimate includes an increase of 1 FTE and \$928,000. The increase includes \$278,000 for necessary pay and other related salary costs for existing staff funded under this line item. The request also includes a programmatic increase of 1 FTE and \$650,000 to support electronic security and continue stabilizing and standardizing the overall condition of the Institution's facilities.

MEANS AND STRATEGY

To support the Institution's goal of Mission Enabling, OFEO continues an aggressive, long-range facilities maintenance and minor repair program, using an RCM approach that includes benchmarking efforts with organizations such as the APPA. The RCM approach is a widely accepted maintenance industry philosophy that incorporates a cost-effective mix of predictive, proactive, preventive, and reactive maintenance practices.

The Smithsonian's goal is to reduce its backlog through the coordinated efforts and appropriate funding of its maintenance and capital programs. Sufficient funding prevents the accelerated degradation of building systems and components that would increase the number and cost of major repairs. Through increased preventive maintenance and by addressing deficiencies in a timely manner, the Institution would be able to realize the originally anticipated useful life of facilities and avoid the accelerated degradation of its infrastructure, and the associated costs, mentioned above.

During FY 2013, the Institution will identify efficiencies in managing its existing resources to improve its current level of service. Additionally, OFEO will continue to improve the electronic security systems and physical security measures which provide protection for the Institution's facilities, collections, staff, visitors, and volunteers.

FY 2013 REQUEST — EXPLANATION OF CHANGE

For FY 2013, the budget request includes an increase of 1 FTE and \$928,000. The increase includes \$278,000 for necessary pay and other related salary costs for existing staff funded under this line item. The request also includes a programmatic increase of 1 FTE and \$650,000 to enable the maintenance program to continue stabilizing and standardizing the overall condition of Smithsonian facilities. This funding is critical to provide the maintenance required to keep facility systems performing in accordance with their mandated design criteria.

- The request includes an increase of 1 FTE and \$400,000 for electronic security maintenance to support one WG-11 alarm technician (\$84,000) and contract services (\$316,000). The increase will improve the reliability of critical security systems, including electronic security equipment (intrusion detection, access control, closed-circuit television); life-safety intercom systems; screening equipment (x-ray and magnetometer); radio systems; perimeter barrier equipment; and locksmith services. These resources will enable OFEO to proactively detect and replace failing or old equipment, and react more quickly to emergencies.
- The request also includes a \$250,000 increase to support collection storage maintenance. Dedicated collection storage areas require well-regulated environmental conditions. This increase will support the needs of the Smithsonian's national collections, which require stable and specific environments.

The requested funds are critical to provide the maintenance coverage required to keep facility systems fully functioning. Through diligent maintenance of the facilities and systems, the Smithsonian can prolong the operational life of the equipment while maintaining reliable output to protect the national collections. Additionally, proper maintenance reduces the potential for unplanned equipment shutdowns which could have a severe negative impact on visitors, staff, and collections.

FACILITIES OPERATIONS, SECURITY, AND SUPPORT

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2011 ESTIMATE	1,386	192,916	13	2,046	4	271	0	0
FY 2012 ESTIMATE	1,392	193,685	13	2,628	4	275	0	0
FY 2013 ESTIMATE	1,393	195,655	13	2,700	4	280	0	0

STRATEGIC GOALS: BROADENING ACCESS AND MISSION ENABLING

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Broadening Access						
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	4	460	4	470	0	10
Mission Enabling						
<i>Facilities</i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	648	125,145	649	126,205	1	1,060
<i>Security and Safety</i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	700	61,710	700	62,400	0	690
Provide a safe and healthy environment	40	6,370	40	6,580	0	210
Total	1,392	193,685	1,393	195,655	1	1,970

BACKGROUND AND CONTEXT

The mission of the Office of Facilities Engineering and Operations (OFEO) is to provide world-class services and stewardship by building, operating, maintaining, and ensuring a safe, secure, and healthy environment to enhance the Smithsonian experience for all visitors. The Smithsonian receives more than 29 million visits annually.

The Facilities Operations, Security, and Support (OSS) program within OFEO operates, secures, and supports the Smithsonian's physical infrastructure in partnership with Smithsonian program staff. OFEO provides operational security and support services for approximately 12 million square feet of owned

and leased facilities, including 19 museums and galleries, nine research centers, and the National Zoological Park.

Resources within OSS support facilities operations, including activities such as custodial work; fire protection; building system operations; grounds care and landscaping; snow removal; pest control; refuse collection and disposal; fleet operations and maintenance; security services; and safety, environmental, and health services. Resources also support facilities planning, architectural and engineering design plans, as well as postage, utilities, and central rent costs.

For FY 2013, the budget estimate includes an increase of 1 FTE and \$1,970,000. The increase includes \$500,000 for necessary pay and other related salary costs for existing staff funded under this line item; and for utilities, postage, and rent, which are justified in the Fixed Costs section of this budget. The request also includes programmatic increases of 1 FTE and \$1,470,000 for fleet management (1 FTE and \$750,000); security background investigations (\$440,000); safety programs (\$180,000); and support for establishment of a facilities' Requirements Branch (\$100,000).

MEANS AND STRATEGY

OFEO will achieve the Institution's goal of Broadening Access by continuing to develop exhibits and public programs for horticulture, architectural history, and historic preservation.

To achieve the Institution's goal of Mission Enabling, OFEO's base resources will focus on meeting the growing operational requirements of the Institution's facilities. OFEO will continue its efforts to efficiently use its resources to operate and secure facilities and grounds, and to provide safe, attractive, and appealing spaces to meet program needs and public expectations. In addition, OFEO will continue benchmarking the Institution's custodial staffing and service levels with other museums and professional organizations, including the Association of Higher Education Facilities Officers (APPA). As a past recipient of the prestigious APPA Award of Excellence, OFEO is committed to measuring performance and staffing levels to ensure that the highest affordable levels of appearance and cleanliness, as well as efficient operations, are maintained.

The Institution is committed to achieving APPA's appearance level 2, referred to as "Ordinary Tidiness." This level of appearance will provide an acceptable level of cleanliness that meets public expectations. With current resources, OFEO achieves appearance level 3, "Casual Inattention." While this level of appearance is not totally acceptable, it ensures a generally clean and odorless environment.

Just as OFEO is committed to providing the highest levels of facility care, its Office of Protection Services (OPS) is equally committed to providing the

highest levels of security. OPS will continue to provide protection for the Smithsonian's facilities, collections, staff, visitors, and volunteers, while also permitting an appropriate level of access to the national collections. The Institution will continue to focus on security measures required to address any elevated risks identified.

OFEo continues its commitment to ensure that Smithsonian employees have a safer and healthier workplace by creating a culture that embraces and promotes zero injuries; provides professional services promoting a culture of health and wellness; and ensures that all Smithsonian facilities comply with environmental regulations and best practices.

FY 2013 REQUEST — EXPLANATION OF CHANGE

For FY 2013, the budget estimate includes an increase of 1 FTE and \$1,970,000. The increase includes \$500,000 for necessary pay and other related salary costs for existing staff funded under this line item; and for utilities, postage, and rent. The request also includes a programmatic increase of 1 FTE and \$1,470,000 to address high-priority operating, safety, and security requirements.

- **Fleet Management Program (+\$750,000, +1 FTE)** — The goal of the Fleet Management Program is to purchase, operate, and dispose of vehicle and marine fleet assets at optimal times—when the total cost of ownership is at its lowest. When fully funded, the program will optimize fleet size, minimize maintenance and fuel costs, and reduce fleet carbon emissions through the acquisition of fuel-efficient motor vehicles, boats, and electric carts. In addition, the program will reduce repair costs and the amount of time that assets are out of service. At present, the marine fleet (boats) represents the most pressing fleet need. The most recent condition survey revealed that most of the assets are in a state of disrepair and need critical upgrades and/or replacement. The Institution requests \$750,000 to support one GS-11 marine equipment specialist (\$95,000) and partial funding to initiate a fleet management/replacement program (\$655,000). The program will be life-cycle based, considering the cost of acquisition, fuel, maintenance, repair, disposal, administration, accidents, inventory, and downtime.
- **Requirements Branch (+\$100,000)** — To ensure that all facilities projects, including maintenance and capital, are properly coordinated, the Institution requests \$100,000 to establish a Requirements Branch within OFEO. This branch will take a cross-functional approach to identify, summarize, prioritize, and bundle facilities requirements to most efficiently use and balance existing maintenance and capital resources. OFEO will facilitate the work of this branch by improving its systems to create a central repository for all requirements. The request will fund information

technology support services, including development of software and reporting capabilities, as well as training and ongoing branch operations.

- **Background Investigations (+\$440,000)** — The Office of Personnel Management increased the requirements for background investigations in November 2008. The requested funds will support the Smithsonian's investigation needs and ensure a more thorough background check of all employees. This increase will also enable the Smithsonian to reduce security risks to staff, visitors, facilities, and collections.
- **Culture of Safety Program (+\$180,000)** — The Smithsonian is committed to providing a safe and healthy environment in all of its facilities. OFEO will achieve this objective by developing an Institution-wide culture that embraces and promotes a safe and healthful workplace. To reverse the recent trend of rising incidents and work time lost due to injuries and illnesses, the Smithsonian will implement a program to educate all staff on how to recognize and reduce potential hazards, and implement intervention methods to enhance the Culture of Safety within the Institution. The Smithsonian requests \$180,000 to support this initiative. The funds will be used to implement the program in two or three facilities the first year. The results will be evaluated to determine the best next steps for implementation at other facilities. The Institution expects to reduce injuries and illnesses to its workers, volunteers, and visitors; limit work time lost due to injury; and reduce workers' compensation claims and costs.

NONAPPROPRIATED RESOURCES — General trust funds support salaries and benefits, and other related costs. Donor/sponsor-designated funds cover costs related to Smithsonian programs, such as horticulture operations, and architectural history and historic preservation projects.

FACILITIES CAPITAL

FY 2011 Appropriation	\$124,750,000
FY 2012 Appropriation	\$174,720,000
FY 2013 Estimate	\$196,500,000

STRATEGIC GOAL: MISSION ENABLING

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2012		FY 2013		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Mission Enabling						
Facilities						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	48	77,970	48	72,140	0	-5,830
Security and Safety						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	0	3,650	0	5,400	0	1,750
Provide a safe and healthy environment	0	18,220	0	17,460	0	-760
Subtotal	48	99,840	48	95,000	0	-4,840
National Museum of African American History and Culture	0	74,880	0	85,000	0	10,120
Earthquake Emergency Repairs	0	0	0	16,500	0	16,500
Total	48	174,720	48	196,500	0	21,780

BACKGROUND AND CONTEXT

The Facilities Capital Program underpins the Smithsonian's mission and represents a vital investment in the long-term interest of the nation. It is intended to provide modern facilities that satisfy public programming needs and facilitate world-renowned research efforts.

In the Facilities Capital Program, revitalization involves making major repairs or replacing declining or failed infrastructure to address the problems of advanced deterioration. Once completed, these projects will enable the Smithsonian to avoid the failures in building systems that can create hazardous conditions for visitors and staff, harm animals, damage collections, and cause the loss of precious scientific data. Fulfilling the Smithsonian's mission also requires construction of the National Museum of African American History and Culture (NMAAHC).

Funding for facilities routine maintenance and minor repairs is included in the Institution's Salaries and Expenses request. These resources are critical to

realize the intended design life and full economic value of Smithsonian facilities and to protect the Institution's investment in revitalization. Underfunding maintenance devalues the Institution's capital investment by prematurely shifting increased costs to the Facilities Capital Program.

The Institution plans to use these resources to provide for safe, code-compliant, and functional facilities that support Smithsonian programs. Sustained future funding to meet these requirements is essential to sustain the viability of the Institution's physical plant.

FY 2013 REQUEST — EXPLANATION OF CHANGE

The Institution requests \$196,500,000 and 48 FTEs for the Facilities Capital Program in FY 2013. The Institution is requesting \$85 million for the National Museum of African American History and Culture (NMAAHC), \$95 million for revitalization and planning and design of future projects, and \$16.5 million to fund emergency repairs related to the August 2011 earthquake that caused severe damage to several Smithsonian buildings. Major renovation efforts will continue at the National Zoological Park (NZP), which will be guided by the master plan to correct the conditions there. This request also recognizes the need to sustain progress in other priority areas, which include revitalizing the National Museum of Natural History (NMNH) and the National Museum of American History (NMAH). This request also provides funding to renovate the Mathias Laboratory at the Smithsonian Environmental Research Center (SERC) in Edgewater, Maryland, and complete work on the Smithsonian Tropical Research Institute's (STRI) Gamboa Laboratory in Panama. Other priorities include funding to finish renovating the Cooper-Hewitt, National Design Museum's (CHNDM) Carnegie Mansion, improving collections storage at Suitland, Maryland, and addressing various safety and security deficiencies throughout the Institution.

The chart that follows summarizes the Institution's full request for the highest priority FY 2013 projects and the related future program funding requirements through FY 2017.

SMITHSONIAN INSTITUTION

Federal Facilities Capital Program Summary

FY 2011 - FY 2017

CATEGORY	Received	Received	Congress	Trust*	Future Program Estimates				Trust*
	FY 2011	FY 2012	Request	Estimate	FY 2014	FY 2015	FY 2016	FY 2017	Estimate
\$Millions			FY 2013						FY2014-16
REVITALIZATION									
Major Projects									
Arts & Industries Building									TBD
Cooper-Hewitt, National Design Museum	8.9	7.0	1.4	5.4					
Hirshhorn Museum and Sculpture Garden				5.0		9.0	5.7	7.0	
Museum Support Center	1.3				5.0	8.0	5.0	10.0	
National Air and Space Museum		0.7				14.0	14.0	22.0	
National Museum of American History - Behring Center	18.0	11.0	11.0		29.8		5.0		6.0
National Museum of Natural History	15.4	10.2	8.8		20.8	15.0	15.0	14.5	
National Zoological Park	11.7	17.0	17.7	2.8	12.5	13.9	14.4	18.3	14.5
Quadrangle								4.0	
Renwick Gallery					7.5	7.5			15.0
SERC, Mathias Lab & Contees Wharf Road	11.3	15.2	15.1		5.3				7.5
Smithsonian Castle						13.1	13.4	13.5	
STRI	4.0	4.0	7.0						
Suitland Collection Facility			4.0						
Udvar-Hazy Center							7.5	7.5	
Other Revitalization Projects	21.5	19.6	19.1	2.0	39.2	43.3	38.5	27.9	2.0
Facilities Planning and Design	12.8	15.1	10.9		28.1	22.5	27.3	24.3	
Anti-Terrorism Protection					1.8	3.7	4.2	1.0	
SUBTOTAL	104.9	99.8	95.0	15.2	150.0	150.0	150.0	150.0	45.0
CONSTRUCTION									
National Museum of African American History and Culture	20.0	74.9	85.0	82.0	50.1				105.0
SUBTOTAL	20.0	74.9	85.0	82.0	50.1	0.0	0.0	0.0	105.0
EARTHQUAKE EMERGENCY REPAIRS									
Museum Support Center and National Air and Space Museum			16.5						
TOTAL PROGRAM	124.9	174.7	196.5		200.1	150.0	150.0	150.0	

* Trust funding is mostly programmatic

The following chart divides the Institution's Major Revitalization projects into three priority groups: Critical Multi-year Projects (currently ongoing); Priority One New Starts; and Priority Two New Starts. All planned projects that are funded in this budget are either priority 1 or priority 2 rated in accordance with the criteria below.

- Priority 1 — Emergency work required to avoid catastrophic failure or high risk to life and/or safety; failure to complete on schedule will cause immediate, irreversible damage to collections or facility; or work is coordinated with an urgent programmatic priority that must take place concurrently.
- Priority 2 — Emergency work within 1–2 years due to imminent failure and code-compliance requirements; failure to fund as planned will cause damage to collections or facility; or, work is coordinated with a concurrent programmatic priority, such as replacement of a permanent exhibit, that must occur within 1–2 years.
- Priority 3 — Predicted failure and mission viability requirements; currently moderate risk but likely to become emergency requirement in 3–4 years.
- Priority 4 — Moderate risk; requirements critical in 5–6 years.

FY 2013 MAJOR REVITALIZATION PROJECTS				
Location	Category	Priority	Project Description	Amount
Critical Multi-year Projects and Emergency Repairs				
CHM	MR	2	Stabilize Mansion Fence	1,400
NMAH	MR	2	Renew West Wing (PSRP III)	11,000
NZP	MR	1	Repair Structural/FP Systems GSB (incl. retaining wall)	10,300
NZP	MR	1	Fire Protection: Smoke Evacuation from Animal Buildings	750
NZPFR	MR	1	Upgrade Post Area Utilities Phase 2: water, sewer, SWM, electric	3,500
SERC	MR	2	Mathias Lab Renovation/Trailer Replacement	15,110
STRI	MR	1	Replace Gamboa Laboratory Facilities	7,000
MSC	MR	1	Earthquake Structural Repairs and Seismic Upgrades to Pods 1, 2, 4	11,250
NASM	MR	1	Earthquake Repairs — Restore Leaking Exterior Envelope	5,250
Priority One New Starts				
NZP	MR	1	Repair structure at Upper Bear cantilever walkway	400
NZP	MR	1	Repair containment, pools, life support, animal and keeper areas	300
NZPFR	MR	1	Fire Protection: Vet Hospital, SAF and Auditorium	1,000
SCF	MR	1	Collections Storage: Construct Swing Space Bldg 21 & 27	4,000
Priority Two New Starts				
NMNH	MR	2	Renovate EW Basement/Ground Floor, Phase I	3,900
NMNH	MR	2	Renovate SE Main Ground Floor/Mezzanine	2,900
NMNH	MR	2	Renovate Main Building Windows/Entrances	1,000
NMNH	MR	2	Renovate HVAC Central Plant (Chiller Option 1)	1,000
NZP	MR	2	Renew Bison/Takin Yard Infrastructure, Holding and Containment	500
NZPFR	MR	2	Construct OPS Security and Police Station, SCBI	1,000

Note: The FY 2013 total revitalization requested, including other projects and planning and design, is \$111.5 million compared to the GAO-validated annual requirement of \$150 million.

SUMMARY TABLES

REVITALIZATION

Major Projects

Investment in major projects provides for the replacement of failing or failed major building systems and equipment, and for major renovation projects to preserve the buildings. It primarily includes the exterior envelope, HVAC, electrical, and other utility systems at the older buildings. Projects also entail modifications to ensure compliance with life-safety and Americans with Disabilities Act (ADA) codes, restoration of historic features, and modernization of the buildings to support current program requirements. Major projects are those that cost more than \$5 million.

Facility	Project	\$000
Cooper-Hewitt, National Design Museum	Carnegie Mansion Renovation	1,400
National Museum of American History	West Wing Renovation	11,000
National Museum of Natural History	Revitalize Public and Non-Public Space	8,800
National Zoological Park	Rebuild North Retaining Wall (GSB)	10,300
	Upgrade Fire Suppression, Life-Safety, and Infrastructure Systems	6,450
	Construct Police Station (SCBI)	1,000
SI Environmental Research Center	Renovate Mathias Lab/Replace Trailers	15,110
Suitland Collections Facility	Construct Collections Storage Swing Space	4,000
SI Tropical Research Institute	Replace Gamboa Laboratory Facilities and Upgrade Utility Infrastructure	7,000
TOTAL MAJOR PROJECTS		\$65,060

Other Revitalization Projects

These projects correct extensive and serious facilities deficiencies to materially extend the service life of systems. Unlike the major projects, these are smaller in scale, costing \$5 million or less, and usually involve capital repair or replacement of individual systems or components.

Facility	Project	\$000
Cooper-Hewitt, National Design Museum	Modernize Electronic Security	2,000
Cooper-Hewitt, National Design Museum	Blast Mitigation	1,000
National Museum of American History	Replace Switchgear	900
National Zoological Park	Upgrade Perimeter Gates/Controls	1,100
Quadrangle	Repair Leaks and Replace Snow Melt	850
Multiple Locations	Construction Supervision Administration	5,750
	Misc. projects \$500,000 and under	<u>7,490</u>
TOTAL OTHER PROJECTS		\$19,090
FACILITIES PLANNING AND DESIGN		\$10,850
EMERGENCY PROJECTS: Earthquake Repairs		<u>\$16,500</u>
TOTAL REVITALIZATION		\$111,500
New Facilities Design/Construction		
Facility	Project	\$000
National Museum of African American History and Culture	Construct Museum	<u>85,000</u>
TOTAL NEW FACILITIES		\$85,000
TOTAL REQUEST		<u>\$196,500</u>

REVITALIZATION PROJECTS

Major Projects:

PROJECT TITLE: Renovate Carnegie Mansion
INSTALLATION: Cooper-Hewitt, National Design Museum (CHNDM)
LOCATION: Manhattan, New York

FY 2013 COST ESTIMATE (Thousands of Dollars): \$1,400

PRIOR-YEAR FUNDING: \$15,839

Total \$17,239

BUILDING BACKGROUND:

The 64-room Carnegie Mansion, designed by the architectural firm of Babb, Cook & Willard, was built between 1899 and 1902. It was the first private residence in the United States to have a structural steel frame and one of the first in New York to have a residential Otis passenger elevator (now in the collection of the Smithsonian's National Museum of American History). The Mansion was transferred to the Smithsonian in 1972 and the Museum opened there in 1976.

PROJECT JUSTIFICATION:

The Mansion requires interior and exterior renovation work. On the interior, the electrical distribution system and emergency systems (i.e., fire alarm, sprinkler, and emergency egress) are in poor condition and do not meet current code requirements. The lighting system dates from the 1970s and does not meet the needs of a modern museum. These upgrades have been planned to coincide with a Museum-funded project to expand exhibition spaces. Many areas of the Museum have asbestos-containing materials (ACMs), as documented in a 1992 study, which will be disturbed during the project and will require ACM abatement. Non-federal sources will provide more than 60 percent of the funding for this project.

PROJECT DESCRIPTION:

Renovation of the Mansion infrastructure will include replacement of the electrical distribution system, an upgrade of the lighting system, abatement of asbestos/lead in areas affected by the renovation, upgrades to the fire alarm and sprinkler systems, security system enhancements, replacement of the building's main elevator, and modifications to emergency egress. These efforts will benefit from and be coordinated with a Museum-funded project to add gallery space on the third floor, relocate the Museum's Registrar and a ground-floor conservation laboratory, and restore historic finishes. Combining the renovation work with the expansion project will allow the project to be performed economically, with minimal additional impact to Museum operations. The Institution requests \$1.4 million in federal support in FY 2013 to complete the exterior portion of the Mansion renovation.

PROGRESS TO DATE:

Design of the Mansion renovation project was completed in April 2011. A construction contract was awarded on September 29, 2011, with physical work to begin in January 2012. Renovation of the adjacent Miller-Fox House is complete and an official re-opening ceremony was held on December 7, 2011.

IMPACT OF DELAY:

The Mansion renovation will benefit from efficiencies related to completing this infrastructure work concurrently with the exhibit expansion project planned by the Museum. Aside from the cost savings to be realized by combining the projects, the Museum's electric, fire alarm, and sprinkler systems are not in compliance with current code requirements. A delay in completing this project will increase the risk of one or more system failures.

PROJECT TITLE: Revitalize NMAH West Wing Public Space (Package III)
INSTALLATION: National Museum of American History (NMAH)
LOCATION: Washington, DC

<u>FY 2013 COST ESTIMATE (Thousands of Dollars):</u>	\$11,000
<u>PRIOR-YEAR FUNDING:</u>	\$21,982
<u>FUTURE-YEAR FUNDING:</u>	<u>\$29,800</u>
Total	\$62,782

PROJECT JUSTIFICATION:

This project continues the National Museum of American History (NMAH), *Kenneth E. Behring Center*, modernization. All three public floors of the Museum's West Wing, comprising approximately 119,000 square feet, are part of this major renewal, which redefines the visitors' experience, and modernizes and clarifies circulation. The Museum's West Wing renovation, which is the next step outlined in the NMAH Master Plan of February 2006, is guided by the report of the Blue Ribbon Commission on the National Museum of American History, dated March 2002.

PROJECT DESCRIPTION:

The scope of work for this project includes replacement of two zones of the HVAC system, the power-distribution system, fire-detection and alarm systems, life-safety egress, and fire protection. In addition, the modernization will provide new exhibit space for exhibitions such as *Sports and Entertainment*, *Music and Popular Culture*, *American Presidency*, and *First Ladies*. The Institution requests \$11 million in FY 2013 to continue construction.

PROGRESS TO DATE:

The Smithsonian selected a design firm in July 2009. The design advanced to the 35 percent milestone in 2010 and the 65 percent design development phase in April 2011. The 100 percent construction documents were completed in November 2011. The initial construction award will be made during the fourth quarter of FY 2012, with the FY 2013 funding to be added to the award when the funds are available.

IMPACT OF DELAY:

Delays to the West Wing renovation increase the risk of mechanical systems failures and delay improvements needed to meet current fire-protection coverage and safety standards. The planned renovation will help minimize threats to the safety of the Museum's collections, visitors, and staff. Existing equipment and systems are at the end of their useful lives and will begin to fail at increasing rates, demand increasing maintenance staff time, and be more expensive to replace if this project is delayed.

In addition, a delay of the West Wing renovation could result in a breach of agreements with several major donors. This could put anticipated pledge payments at risk.

PROJECT TITLE: Revitalize Public and Non-Public Space
INSTALLATION: National Museum of Natural History (NMNH)
LOCATION: Washington, DC

FY 2013 COST ESTIMATE (Thousands of Dollars):

Continue HVAC/Utility System Replacement and Building Renovation	\$8,800
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<u>PRIOR-YEAR FUNDING:</u>	\$246,954
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FUTURE-YEAR FUNDING:

Ongoing HVAC Replacement and Code Improvements	<u>\$115,500*</u>
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Total	\$371,254
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* Does not include funding in Planning and Design account to complete future design of revitalization project.

BUILDING BACKGROUND:

The NMNH building opened to the public in 1910. The East and West Wings were added in the early 1960s. Two infill buildings were constructed in the original building's East and West courtyards in the late 1990s. The gross interior square footage of the building is approximately 1.5 million square feet. The building includes 300,000 square feet of public museum space, with collections, laboratory, office, and building services spaces filling the remainder. NMNH is one of the most visited museums in the world and typically hosts nearly seven million visitors annually.

PROJECT JUSTIFICATION:

The building's mechanical and electrical systems were installed in the early 1960s. At 50 years of age, they are in need of major replacement. Breakdowns of the mechanical systems are frequent, repair parts are often difficult to procure, and the system does not provide the environmental air quality necessary for visitors or collections. The reliability of the electrical system is compromised by the deteriorated condition of the building's three main electrical switchgears, and the antiquated distribution system poses a safety hazard. In addition, main stairwells and auditorium exit corridors are dark, violating building codes, and are insufficiently served by smoke-evacuation fans. Many of the building elevators constantly break down, occasionally trapping staff and visitors. Asbestos-laden pipes in the utility tunnels are a potential health hazard and hamper proper maintenance and response to utility failures. The windows in the original portion of the building are deteriorated and do not comply with current security standards.

PROJECT DESCRIPTION:

Based on the master implementation plan completed in 1987, and revised in 2006, the Institution is slowly completing a comprehensive renovation program in the NMNH building, which will replace the HVAC equipment, ductwork, electrical equipment and wiring, piping systems, and windows of the main building. Asbestos and lead will be abated or encapsulated; the fire-protection, communications, alarm, and emergency power systems will be upgraded; and storm-water systems and a hazardous-chemical control facility will be installed.

The Institution requests \$8.8 million in FY 2013 to continue the renovation. Specific work will include: continuing replacement of the main building windows (\$1.0 million); continuation of HVAC renovations in the southeast section of the main building's ground floor and mezzanine (\$2.9 million); the start of renovations in the East Wing basement and ground floor (\$3.9 million); and completion of the renovation of the central HVAC chiller (\$1.0 million).

PROGRESS TO DATE:

Recent progress includes HVAC renovations of the East Court basement, ground, and first floor, as well as replacement of the emergency generator, renovation of six public elevators, and the installation of perimeter security on the south and west sides of the building. Construction work is drawing to a close on the HVAC renovation of the ground and first floor of the West Wing, renovations to the Court Air Towers (Air Towers Phase II), and modernization of electronic security throughout the building. During FY 2011, work began on replacement of the doors in the North Lobby and renovation of the HVAC system in the main building's northeast and northwest ground floor. This latter project includes replacement of 22 ground-floor monumental windows. Design work was completed for the West Wing second floor and Exhibition Hall 26, and construction contracts were awarded. Additionally, a feasibility report was completed for Halls 2–6 (Dinosaur exhibit halls), and an initial study on fall protection was undertaken. Design work started on the next major project, HVAC renovation of the main building's southeast ground floor. The updated space and master plans are complete and will form the basis for sequencing future infrastructure renovations.

IMPACT OF DELAY:

If funding is delayed, building systems will continue to deteriorate and environmental conditions required for the Museum's collections and the visiting public cannot be maintained. In addition, the Museum's exhibit re-installation program would not proceed according to the planned schedule, causing the continued closure of several important exhibition areas to the public.

PROJECT TITLE: Repair Structural Systems and North Road Retaining Wall,
General Services Building (GSB)
INSTALLATION: National Zoological Park (NZIP), Rock Creek Park
LOCATION: Washington, DC

FY 2013 COST ESTIMATE (Thousands of Dollars): \$10,300

PRIOR-YEAR CONSTRUCTION FUNDING: \$7,457
(Design funding not shown)

FUTURE CONSTRUCTION FUNDING: \$13,200

Total \$30,957

PROJECT JUSTIFICATION:

The General Services Building (GSB) houses numerous critical functions at the NZIP, including the animal nutrition commissary, maintenance and repair shops, and offices for safety, horticulture, exhibits, project management, engineering design and space for construction staff, as well as parking for staff and visitors. Recent studies identified critical structural deficiencies that are responsible for cracks in the foundation walls that are allowing water into the commissary, which was cited by the USDA in November 2005 as a deficiency requiring immediate attention. If the structural deficiencies are not repaired, they will cause structural failure and localized collapse.

PROJECT DESCRIPTION:

This project will strengthen and repair structural deficiencies (e.g., cracked concrete, deteriorated steel reinforcement and degraded tie-back tension rods) in the GSB and in the retaining wall that supports the North Road, the major public and private route through the Zoo. These extremely complex and disruptive repairs include the installation of structural shear walls and mezzanines for lateral stability, reinforcement of columns, underpinning of a portion of the foundation wall, and waterproofing. In order to accomplish this, the GSB functions and occupants must be relocated during the course of a phased construction period. The planned fire-protection and life-safety upgrades that were previously identified as a separate effort are now incorporated into this structural renovation to minimize impact on the functionality of critical services. Prior-year funding was used to address the most immediately essential repairs to the GSB. During the course of design in 2008–2009, the Institution re-evaluated programmatic uses of the GSB with the view that all functions except the commissary would need to be relocated during the construction period. Nearly all functions will be relocated temporarily into swing space for the duration of the phased construction. However, it was determined that the Vehicle Maintenance Branch, which services all Smithsonian vehicles, and used to reside in the GSB, would best serve the Institution by being permanently relocated to Suitland, Maryland. For FY 2013, the Institution requests \$10.3 million to continue the work on the GSB structural renovation and retaining wall reconstruction.

PROGRESS TO DATE:

Repairs addressing the most immediate areas of structural concern in the GSB were completed early in 2009. Temporary repairs to the wood lagging on the existing retaining wall were completed in 2010. Design for full structural stabilization, fire-protection, and life-safety upgrades of the GSB is substantially complete. Design of the permanent retaining wall reconstruction, including a supplemental environmental assessment, is under way and scheduled to be complete in July 2012. Construction of the Vehicle Maintenance Branch facility in Suitland was completed in November 2011 and the facility is now operational. In FY 2012, the Institution expects to award preparatory and swing space contracts for the GSB and retaining wall projects.

IMPACT OF DELAY:

Delay of the project will risk structural failure in the building and injury to staff or visitors. Deterioration of the building and retaining wall will accelerate, the amount of intervention needed to correct the problems will increase, and the costs will escalate. Until the work is completed, the NZP will not be able to comply with the USDA requirement to stop water infiltration into the commissary.

PROJECT TITLE: Upgrade Life-Safety and Infrastructure Systems
INSTALLATION: National Zoological Park (NZP), Rock Creek and Front Royal
LOCATIONS: Washington, DC and Front Royal, Virginia

<u>FY 2013 COST ESTIMATE (Thousands of Dollars):</u>	\$6,450
<u>PRIOR-YEAR FUNDING:</u>	\$27,631
<u>FUTURE-YEAR FUNDING:</u> (projection based on master plan)	<u>\$18,200</u>
Total	\$52,281

PROJECT JUSTIFICATION:

Much of NZP's current utility, safety, and fire-protection infrastructure is obsolete and failing, and does not meet the needs of the National Zoo to protect and support the safety of animals, staff, and visitors. Correcting deficiencies in water and electrical service mains and distribution is crucial to provide critical fire-suppression systems in many of the unprotected areas of the Zoo, and to supply adequate water for the animals.

PROJECT DESCRIPTION:

The Institution requests \$6.45 million in FY 2013 to install critical fire-protection and life-safety systems at both the Rock Creek Park and Front Royal, Virginia facilities, including utility upgrades and upgrades to water, sewage, and storm-water management; power distribution system upgrades; correction of containment and structural deficiencies; and installation of smoke-evacuation equipment in areas where animals are kept.

PROGRESS TO DATE:

The Institution uses a master plan to coordinate work at its Rock Creek Park and Front Royal locations by developing and implementing projects in priority order to address its infrastructure needs. Through FY 2011, many critical infrastructure and fire-protection projects have been completed with federal funding, including funds from the American Reinvestment and Recovery Act. Projects include: replacement of the medium-voltage electrical distribution system; new ductbank conduits, feeders, switches and transformers; replacement of the fire-protection water supply from the Adams Mill gate to the Great Ape House (phases 1 and 2 of the utility master plan); installation/replacement of fire hydrants; upgrades to the fire-alarm, smoke-detection, and fire-suppression systems throughout all animal facilities; and installation of and/or upgrades to central fire alarm-monitoring system and fire protection for several facilities at NZP-Front Royal. Design continues for smoke-evacuation systems in animal facilities, phased implementation of fire protection is under way for remaining Front Royal facilities, and the Zoo will continue implementing utility master plans for both the Rock Creek and Front Royal facilities.

IMPACT OF DELAY:

A delay in completing this work would endanger the animals, visitors, and staff, and would hamper the care and safety of the live animal collections.

PROJECT TITLE: Construct Police Station
INSTALLATION: National Zoological Park (NZP)
LOCATION: Front Royal, Virginia

<u>FY 2013 COST ESTIMATE (Thousands of Dollars):</u>	<u>\$1,000</u>
Total	\$1,000

PROJECT JUSTIFICATION:

Discovering and understanding biological diversity and advancing scientific solutions for conserving wildlife cannot be achieved without significant creative collaboration. Toward that end, the Institution and George Mason University (GMU) signed a Memorandum of Agreement (MOA) in October 2008 to establish a collaborative education program in global conservation studies. The program is to be housed in new and renovated facilities at the Smithsonian Conservation Biology Institute (SCBI) in Front Royal, Virginia which are currently under construction and scheduled to open in the fall of 2012. Collaborative partnerships between the NZP and other organizations, such as SIGEO and the NSF-sponsored NEON initiative, will also be headquartered at SCBI in Front Royal. The increase in on-site population, including up to 120 undergraduate and professional participants in residence, and teams of visiting scientists, requires adequate on-site protection services. The security function currently operates in space that is inadequate and inappropriate for the purpose. The new facility will include an area to detain suspects and will be accessible to staff and local law enforcement officers 24 hours a day.

PROJECT DESCRIPTION:

The Institution requests \$1.0 million in FY 2013 for a new security facility near the main entrance to the Front Royal property, upgrades to the automated gates, and security camera capability.

PROGRESS TO DATE:

Planning and design began in 2010 and construction documents will be complete by mid-2012.

IMPACT OF DELAY:

If the project is not funded, the safety of students, researchers, staff, and animals at SCBI will be at risk due to an undersized security presence and inadequate security controls. In addition, because of the rural location of SCBI in Front Royal, other law-enforcement agencies would not be readily available to help provide security assistance in a timely manner, if called.

PROJECT TITLE: Renovate Mathias Laboratory/Replace Trailers
INSTALLATION: Smithsonian Environmental Research Center (SERC)
LOCATION: Edgewater, Maryland

FY 2013 COST ESTIMATE (Thousands of Dollars): \$15,110

PRIOR-YEAR FUNDING: \$25,476

Total \$40,586

BACKGROUND:

SERC conducts long-term research addressing such issues as global climate change, the effects of nutrients/chemicals passing through our landscapes, maintenance of productive fisheries, changes to our environment from biological invaders, and protection of fragile wetlands and woodlands. SERC is situated on an approximately 2,650-acre site along the Rhode River on the shore of the Chesapeake Bay. The Center's laboratories are housed in the Mathias Lab and a series of dilapidated temporary trailers. The Mathias Lab itself is a converted dairy barn that has been modified in several phases over the years — the oldest portion of the building dates from 1935.

PROJECT JUSTIFICATION:

SERC needs to reconfigure existing laboratory and support space to achieve an integrated solution to three critical problems revealed by an analysis of the facility. First, SERC must eliminate the use of decrepit and unsafe trailers that provide 25 percent of the organization's laboratory space and 65 percent of its office space. Second, substandard laboratory and support space must be upgraded to eliminate unsafe conditions and improve operating efficiencies. Third, energy and maintenance inefficiencies must be eliminated to control operating costs.

PROJECT DESCRIPTION:

This project will replace all on-site temporary trailers with a 62,000-square-foot laboratory and support facility, and renovate the existing Mathias Laboratory to achieve code-compliant laboratory and support space. The fully integrated 90,300-square-foot facility will incorporate sustainable technologies and building methods to achieve improved functional relationships and reduced energy and maintenance costs. The Institution requests \$15.11 million in FY 2013 to complete construction.

PROGRESS TO DATE:

The Smithsonian awarded a construction contract for the full scope of work in April 2011. The project is on schedule and approximately 15 percent complete. The FY 2013 funding will allow for construction to be completed in May 2014.

IMPACT OF DELAY:

A delay in the construction schedule will increase project costs significantly, as well as increase risks associated with use of the temporary trailers. In addition, it will delay the realization of energy and maintenance cost savings generated by this project.

PROJECT TITLE: Construct Collections Storage Swing Space
INSTALLATION: Suitland Collections Facility
LOCATION: Suitland, Maryland

FY 2013 COST ESTIMATE (Thousands of Dollars): \$4,000

FUTURE-YEAR FUNDING: \$8,000

Total \$12,000

BACKGROUND:

An exhaustive evaluation of the Smithsonian's collections storage space has identified the Suitland Collections Facility, specifically the Garber collections storage site, as having almost half of the Smithsonian's below acceptable collections space. Much of the more than 230,000 square feet of space is either not up to code requirements for structural support or is compromised by hazardous materials in and around the collections.

PROJECT JUSTIFICATION:

Buildings 15, 16 and 18 contain asbestos and/or lead, and the collections therein have been contaminated. Encapsulation and containment fields of heavy polyethylene sheeting, which are more than 10 years old, are beginning to fail, further contaminating the collections. The August 2011 earthquake and hurricane exacerbated this problem by causing the sheeting to split in many locations. Only a few highly trained and qualified Smithsonian staff, properly outfitted in full hazmat suits with respirators, are permitted in the buildings. Otherwise, they are closed and locked, and the collections within the three buildings are not available for research, exhibition, display, or loan, and are off limits to academia and the public. In addition to hazmat concerns, the structural designs of the buildings have been evaluated and found to be structurally inadequate to withstand current code-required combination wind and snow loads. This project will provide swing space, permitting cleanup and temporary storage of collections, and allow for remediation and removal of the contaminated facilities.

PROJECT DESCRIPTION:

The first phase is to create swing space to store cleaned collection items, by erecting a temporary, pre-manufactured 20,000-square-foot building on the adjacent concrete pad of recently removed Building 21. The Smithsonian will also temporarily lease 20,000 square feet of off-site collections storage space. The next step will be to build a decontamination chamber within Building 15, and begin the process of decontaminating the collections. This labor-intensive process includes accounting and inventory assessments, stabilizing the collection, and moving cleaned collections into the new temporary swing space at Garber. This swing space will serve as the area for emergency conservation and treatment, packing and crating, and will be the new shipping and receiving hub for Garber. The collections will then be shipped to the leased space for short-term storage. Upon completion of the removal of its contents, Building 15 will be demolished. Phase II and Phase III will repeat this process for Buildings 16 and 18. For FY 2013, the Smithsonian requests \$4 million to begin the first phase of this project.

PROGRESS TO DATE:

This project is part of the larger Garber redevelopment master plan that was revised most recently in 2005. Additional work to implement the master plan cannot proceed until the swing space is provided.

IMPACT OF DELAY:

Temporary fixes and “Band-Aids” to these three buildings, which were originally constructed as 10–15 year temporary buildings in the 1950s, continue to be applied to these collections spaces. The temporary fixes are holding the facilities stable, but, to be prudent stewards of the national collections, action must be taken to protect, preserve and provide access to these trapped collections before the facilities are further contaminated or the structures collapse and potentially spread hazmat contamination in the surrounding area. Aside from the risk to the public that this situation presents, the Smithsonian cannot proceed with the remainder of the master plan improvements at the Garber and Suitland facilities without this first phase being initiated.

PROJECT TITLE: Gamboa Development: Replace Laboratory Facilities
INSTALLATION: Smithsonian Tropical Research Institute (STRI)
LOCATION: Panama

FY 2013 COST ESTIMATE (Thousands of Dollars):

Replace Laboratory Facilities	\$7,000
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<u>PRIOR-YEAR FUNDING:</u>	<u>\$13,362</u>
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Total	\$20,362
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BACKGROUND:

STRI is the principal U.S. organization devoted to research in tropical biology. Both scientific and human welfare depend on a continuing commitment to research in tropical biology for such things as finding untapped tropical resources to add to the important supply of food, pharmaceuticals, and fiber already supplied from the tropics, and to develop a better understanding of how to avoid further ecological catastrophes such as drought, starvation, and flooding caused by deforestation and overpopulation of tropical regions.

STRI recently used trust funds to purchase 18 acres (formerly leased) from the Republic of Panama at a location in Gamboa. STRI also has custodianship of 156 acres of adjacent forest. Gamboa is the central location of STRI's terrestrial research and the departure point for the ferry ride to Barro Colorado Island (BCI) Nature Monument, another key research site over which STRI maintains custodianship. Gamboa is a unique location in that it is protected by geography from encroachment of civilization and pollution, and is adjacent to the 55,000-acre Soberania National Park, considered the most accessible moist forest in Central America and northern South America, where habitats and species are found that are not present at BCI. The availability of space, natural light, and the relative absence of air pollution have dramatically benefited STRI's experimental plant research program. This program and others like it are critical to understanding the role that tropical plants and soils play in global climate change models, and for enriching our knowledge of tropical biodiversity.

PROJECT JUSTIFICATION:

Future development at Gamboa will be further defined as part of the overall master plan for STRI, which is currently being updated. A key element of the plan will be to consolidate the Terrestrial Tropical Science program, from its current urban location to Gamboa, to take advantage of the excellent research conditions and more direct access to research sites. The research staff, currently located at three sites and in four different buildings, will be relocated to the Gamboa campus. STRI administrative staff, currently located in three buildings, will be relocated to the Tupper Center at the edge of Panama City, which will permit STRI to demolish or transfer approximately 48,000 square feet of old, expensive-to-maintain buildings in Panama City. This major consolidation will lead to an immediate improvement in administrative efficiency and will establish a critical mass of researchers in a single location, permitting improved flow of ideas and major equipment sharing, as well as shortening the distance to research sites.

PROJECT DESCRIPTION:

Anticipating the results of the master plan, the next step in developing the Gamboa site is the replacement of the Santa Cruz School to provide critical laboratory space for Terrestrial Tropical Science. The building has been unoccupied — and unoccupiable — for many years. A structural assessment determined that it would be more cost effective to replace the old facility with a comparably sized building made of concrete and/or steel, with low-maintenance, pest-free materials that meet the full requirements for use as a laboratory building. The Institution plans to replace the space in the Santa Cruz School, as well as the space in other buildings in Gamboa and Panama City that STRI must return to the Republic of Panama, with a new building of approximately 40,000 square feet. The new building will be slightly larger than the current space to accommodate the latest building codes and provide sufficient space for mechanical equipment. In addition to the building itself, the basic utilities infrastructure will need to be upgraded to support the building and future development of the site. Specific requirements include upgrading the potable water, storage and wastewater systems; securing the perimeter; installing a backup generator and transformer; creating parking spaces and a driveway; and improving the site drainage system.

For FY 2013, the Institution requests \$7 million to complete the schoolhouse replacement for use as laboratory space, which includes the upgrade of site utilities and infrastructure.

PROGRESS TO DATE:

The design firm was selected in September 2009. The design work is complete and construction documents were completed in August 2011. The pre-construction phase has been completed, the ground-breaking ceremony is scheduled for the first week in February 2012, and the target date for completion is mid-2014.

IMPACT OF DELAY:

A further delay in developing the Gamboa site would hamper STRI's ability to consolidate terrestrial operations at Gamboa, with a resulting loss of research synergy and operational efficiency.

Other Revitalization Projects

PROJECT TITLE: Modernize Electronic Security
INSTALLATION: Cooper-Hewitt, National Design Museum (CHNDM)
LOCATION: New York, New York

FY 2013 COST ESTIMATE (Thousands of Dollars): \$2,000

PROJECT DESCRIPTION: The existing security systems and features at the facility do not meet security standards and operational requirements. Additionally, much of the existing security communication wiring is run through emergency stairwells and is not consistent with safety standards, nor can the security needs of the Museum be met for special exhibits. To correct these deficiencies, this project will replace the existing security system from the control room to field security devices. Also, the Museum has two intercom systems which provide communications to various locations within the facility, including area rescue stations located in the west stairwell. The systems only function intermittently and will be replaced by a single system that can be integrated with newly modernized security and CCTV systems.

PROJECT TITLE: Blast Mitigation
INSTALLATION: Cooper-Hewitt, National Design Museum (CHNDM)
LOCATION: New York, New York

FY 2013 COST ESTIMATE (Thousands of Dollars): \$1,000

PROJECT DESCRIPTION: Based on the *Cooper-Hewitt, National Design Museum Window Vulnerability Assessment* report dated May 2005, the Smithsonian determined the Museum's existing window system required upgrades to reduce potential hazards to occupants and meet performance requirements for blast protection. This project will upgrade the windows to meet that goal and also provide improved energy efficiency, thereby helping the Museum cut its utility costs. The design is now complete and ready for construction in FY 2013.

PROJECT TITLE: Replace Switchgear
INSTALLATION: National Museum of American History (NMAH)
LOCATION: Washington, DC

FY 2013 COST ESTIMATE (Thousands of Dollars): \$900

PROJECT DESCRIPTION: Currently, substations 1, 3, 7, and 8 do not meet the National Electrical Code (NEC). The NEC requires that switchgear protective devices, such as circuit breakers and relays, be able to withstand the current amperage that they will experience in the event of an electrical fault. The requested funds will be used to replace the switchgear devices.

PROJECT TITLE: Upgrade Perimeter Gates/Controls
INSTALLATION: National Zoological Park (NZP) — Rock Creek
LOCATION: Washington, DC

FY 2013 COST ESTIMATE (Thousands of Dollars): \$1,100

PROJECT DESCRIPTION: As part of an accreditation inspection, the American Zoo and Aquarium Association (AZA) noted that the NZP lacked a full perimeter enclosure as required by USDA and AZA codes. Improving perimeter containment fencing is necessary to meet AZA standards for protection against animal escapes and unwanted intrusions into the animal holding areas. As part of this requirement, gates must close automatically during an animal release. The design is complete for the fence and gates, which can be open and closed remotely while maintaining access for staff. The work will be completed in FY 2013.

PROJECT TITLE: Repair Leaks and Replace Snow Melts
INSTALLATION: Quadrangle
LOCATION: Washington, DC

FY 2013 COST ESTIMATE (Thousands of Dollars): \$850

PROJECT DESCRIPTION: The snowmelt system at the Quadrangle loading dock ramp is more than 20 years old and cannot be maintained. In addition, the concrete top slab of the ramp has deteriorated and allows water to seep into the first level of the underground building. The project will replace the existing snowmelt system and top slab, and install a trench floor drain to ensure that snow and ice are properly cleared and all precipitation drained away from the building. Design will be completed during FY 2012. Construction is scheduled for FY 2013.

PROJECT TITLE: Construction Supervision and Administration
INSTALLATION: Multiple Locations
LOCATION: Institution-wide

FY 2013 COST ESTIMATE (Thousands of Dollars): \$5,750

PRIOR-YEAR FUNDING (FY 2012): \$5,750

PROJECT DESCRIPTION: This request includes staff costs for permanent cost-estimating staff, the construction management staff required to supervise and administer construction contracts, as well as term and temporary staff required to perform specialized work associated with revitalization projects. A total of 48 FTEs will be funded from the \$5.75 million. The construction managers directly supervise construction contractors to ensure that quality work is performed safely. In addition, they resolve issues that arise during construction, negotiate change orders, approve payments, and perform other administrative functions as contracting officer's technical representatives

(COTRs). These necessary “owner functions” are critical to ensure that quality work is completed safely, on time, and within budget.

This request also funds five contract specialists who support all aspects of the procurement process for acquiring the necessary contract services to execute the Capital Program. These five positions provide essential expertise to ensure the timely award of planning, design, and construction contracts for the Capital Program.

FACILITIES PLANNING AND DESIGN

Feasibility studies, needs assessments, and design for capital projects are required before site work can take place. This category includes all costs for contract facility master planning, preliminary and final design for all revitalization and construction projects, special studies, and a small amount for facility engineering, capital leveraging, and research activities, similar to operations at the Department of Defense and the National Aeronautics and Space Administration (NASA). The funding will enable development of project baselines, including costs, scope, and schedules, prior to receiving funds to perform the work.

In order to plan and design ahead of Capital Program execution, funding of 10 to 15 percent of the following year's program is required each year. The funding requested for FY 2013 will provide necessary planning and design to the 35 percent stage for most projects included in the planned FY 2015 program, and will complete design for projects planned for FY 2014. This will move the Institution closer to meeting the National Academy of Public Administration's (NAPA) recommendation that firm baselines be established before funding requests to provide more accurate cost estimates and to enable timely award of construction contracts upon receipt of future-year funding.

The Institution requests a total of \$10,850,000 for planning and design in FY 2013. These funds will be used to design several major revitalization projects at the National Museum of Natural History (\$2.5 million), the National Zoological Park (\$2.0 million), the National Air and Space Museum (\$1.25 million), the Hirshhorn Museum and Sculpture Garden (\$1.0 million), the Renwick Gallery (\$1.0 million), and the Smithsonian Castle (\$0.65 million). The request also includes funding to prepare designs for numerous smaller revitalization projects and master planning (\$2.45 million). This budget request will also enable the Smithsonian to prepare comprehensive master planning studies to guide future facilities decisions, and other studies to ensure more effective use of existing space.

If these essential resources are not provided, the Institution will be unable to proceed with vital planning and design activities to ensure the successful execution of the Smithsonian's long-range Capital Program.

CONSTRUCTION PROJECTS

PROJECT TITLE: Plan, Design, and Construct the National Museum of African American History and Culture
INSTALLATION: National Museum of African American History and Culture
LOCATION: Washington, DC

<u>FY 2013 COST ESTIMATE (Thousands of Dollars):</u>	\$85,000
<u>PRIOR-YEAR FUNDING:</u>	\$119,880
<u>FUTURE-YEAR FUNDING (FY 2014):</u>	<u>\$50,120</u>
Total	\$255,000

BUILDING BACKGROUND:

The National Museum of African American History and Culture Act, signed by President George W. Bush on December 19, 2003, established the newest museum within the Smithsonian Institution.

PROJECT JUSTIFICATION:

The purpose of the proposed action is to fulfill the mandate of the National Museum of African American History and Culture Act (NMAAHC Act), P.L. 108–184, enacted by the Congress on December 16, 2003. The law directs that the new Museum provide for the collection, study, and establishment of programs relating to African American life, art, history, and culture. To that end, the Museum will create and maintain permanent and temporary exhibits documenting the history of African American life during the periods of slavery, Reconstruction, the Harlem Renaissance, the civil rights movement, and other periods of the African American diaspora. The Museum will also provide for the collection and study of artifacts and documents relating to African American life, and foster collaboration with other museums, historically black colleges and universities, and other organizations to promote the study and appreciation of African American life and its impact on the nation and its entire people.

Section 2 of the NMAAHC Act outlines the findings of Congress as to why such a museum is needed. The findings of Congress were based in large part on the conclusions of the Presidential Commission, known as the NMAAHC Plan for Action Presidential Commission, in its 2003 study, *The Time Has Come: Report to the President and Congress*. This Presidential Commission stated that:

“... the time has come to establish the National Museum of African American History and Culture because the museum is important not only for African Americans but for all Americans. It is the only institution that can provide a national meeting place for all Americans to learn about the history and culture of African Americans and their contributions to and relationship with every aspect of our national life. Further, the museum is the only national venue that can respond to the interests and needs of diverse racial constituencies who share a common commitment to a full

and accurate telling of our country's past as we prepare for our country's future. And, even more importantly, it is the only national venue that can serve as an educational healing space to further racial reconciliation."

PROJECT DESCRIPTION:

The Museum will be built on a five-acre site, located on the National Mall near the Washington Monument. The site is bounded by Constitution Avenue and Madison Drive, between 14th and 15th Streets, NW. This site has westerly panoramic views, sweeping from the White House grounds on the northwest to the Jefferson Memorial on the southwest. The National Mall and the Washington Monument are both listed on the National Register of Historic Places. For FY 2013, the Smithsonian requests \$85 million to continue construction of this congressionally mandated Museum.

PROGRESS TO DATE:

The Smithsonian Board of Regents selected the Monument site for the new Museum building in January 2006. Transfer of the site from the National Park Service to the Smithsonian was completed in June 2007. The Cultural Resources Report (Section 106) and the "Tier 1" environmental impact statement (EIS), as well as the "Master Facilities Programming" (Architectural Programming/Exhibitions Master Planning), were completed in 2008. A design competition involving six invited architect-engineer (A/E) teams culminated in April 2009 with the selection of Freelon Adjaye Bond/SmithGroup as the A/E team for the Museum design. The Institution awarded an A/E design contract in early FY 2010. Extensive historic preservation consultations resulted in a "programmatic agreement" that specifies mitigation actions. The final EIS ("Tier 2") and Record of Decision were adopted by the National Capital Planning Commission (NCPCC) at their November 2011 meeting. At the same meeting, NCPCC approved the preliminary design and gave final approval to start site utilities and excavation. After a best value solicitation for construction management at risk, Clark/ Smoot/ Russell, JV was selected and awarded pre-construction services in July 2011. The first construction package for site preparation and utilities is expected to be under way in the winter of 2011, followed by excavation in spring 2012. The exhibit design firm of Ralph Appelbaum Associates was awarded a contract in February 2011, and will progress to the schematic design stage by summer 2012.

IMPACT OF DELAY:

The Museum is scheduled to open in late 2015 (FY 2016) to coincide with the 150th anniversary of the end of the Civil War; the 150th anniversary of the 13th Amendment, which ended slavery in America; and the 50th anniversary of the Voting Rights Act. A delay in funding would impede the construction process. This would introduce schedule delays for both construction and exhibit installation, and result in probable increases to the overall estimated project costs.

EMERGENCY PROJECTS

PROJECT TITLE: Earthquake Damage Repairs
INSTALLATION: Multiple Locations
LOCATION: Washington, DC and Suitland, Maryland

FY 2013 COST ESTIMATE (Thousands of Dollars):

National Air and Space Museum (NASM): Repairs to Restore Leaking Exterior Envelope	\$5,250*
Museum Support Center (MSC): Structural Repairs and Seismic Upgrades to Pods 1, 2, and 4	<u>\$11,250*</u>
Total	\$16,500

* Does not include funding to complete design of the projects.

BACKGROUND:

The magnitude 5.8 earthquake of August 2011 damaged multiple Smithsonian buildings, along with the collections contained in each. NASM and MSC were especially hard hit, sustaining major building envelope breaches and structural damage. Damage to NASM's building envelope caused leaking skylights, as well as broken wall connections, rain leaders, and façade joints. The MSC, located in Suitland, Maryland, is the main collections storage location for many Smithsonian museums. Three of the five concrete-reinforced collections pods, due to the method of constructing interior floors using steel structures, experienced large movements of structural steel footings and slippage of the main girders holding the roofs. Their present condition requires repairs and seismic upgrades to prevent future damage.

PROJECT JUSTIFICATION:

At NASM, the skylight system has experienced numerous leaking frames and connections, which require extensive construction support involving interior scaffolds, suspended work platforms, phasing, lighting, and lifts to repair. The multi-jointed stone façade and flat built-up roof of the building were jolted and twisted by the earthquake, creating cracks and openings causing water and air leakage. Maintenance crews continue to patch leaks but the damage is so extensive that these repairs are only temporary and must continually be patched. As a result, exhibit, public, and administrative areas must constantly be monitored for water leaks and damage.

At MSC, engineering surveys of the structure have demonstrated an immediate need for repairs that includes a seismic upgrade of the existing structure and roofing systems. Footings have been ripped from their anchors and roof beams slipped up to four inches away from their initial support seating. Although the structure performed as designed during the earthquake, avoiding total structural failure, this movement has compromised the original seismic design criteria for the structure. This is similar to an automobile that protected its occupants during a crash, but then requires repairs to enable it to perform that function again. In addition, to reduce damage to collections, the structure must be upgraded to prepare for the next earthquake.

PROJECT DESCRIPTION:

The NASM scope of work consists of exterior façade restoration, replacement of damaged marble cladding, anchors and clips; insulation; waterproofing of the cavities between the interior/exterior walls; corner roof repairs; flashing; patching of parapets; restoration of masonry wall coping; and repairs to the Museum's skylight system.

Required work at MSC entails reseating the roof beams and interior floor structural systems, seismic upgrading of the connections to the main building structure, and rebuilding damaged roofs and walls.

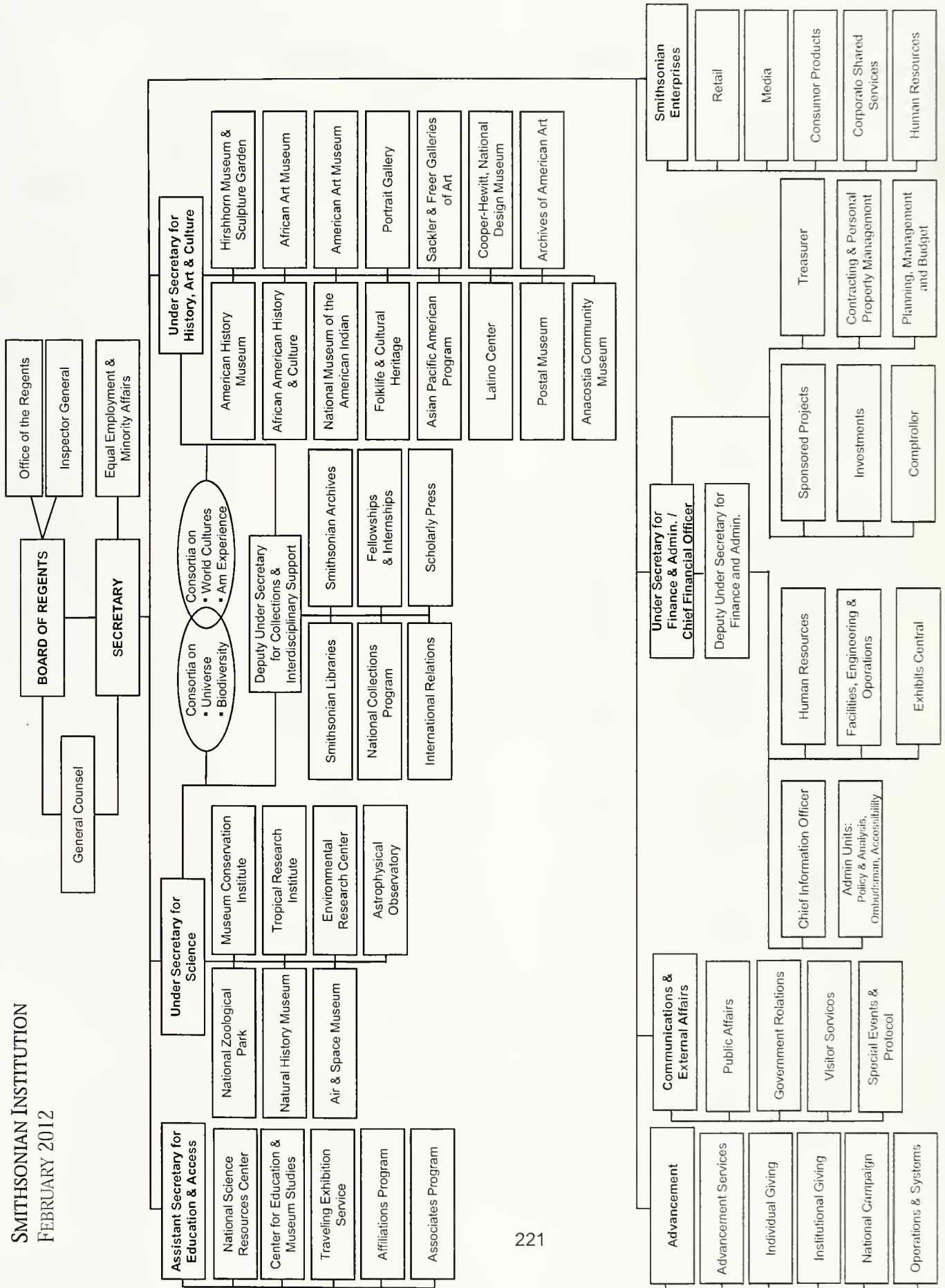
For FY 2013, the Institution requests \$5.25 million for NASM and \$11.25 million for MSC to perform this work.

PROGRESS TO DATE:

Damage surveys, pre-project planning, and cost estimates have been completed to assess specific repairs and necessary seismic upgrades. Design efforts in FY 2012 will prepare for construction in FY 2013. The Smithsonian anticipates reprogramming funds during FY 2012 to cover design costs and some minor repairs.

IMPACT OF DELAY:

If funding is delayed, NASM's roof and exterior wall systems will continue to deteriorate, preventing the Smithsonian from maintaining the required environmental conditions for the Museum's collections, exhibits, and the visiting public. The MSC pods, although considered safe in their present state, have received structural damage and must be restored to current local seismic code criteria. Without this work, the structure and collections may be at risk of sustaining even more damage in a future earthquake.



VISITS TO THE SMITHSONIAN

FY 2007–FY 2011

<u>MUSEUM</u>	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
MALL					
SI Castle	1,580,962	1,683,655	1,823,699	1,813,818	1,599,986
A&I Building ¹	0	0	0	0	0
Natural History	7,285,149	6,583,858	7,543,542	6,969,616	6,768,580
Air and Space/ Silver Hill	5,942,353	6,867,547	7,040,578	8,013,000	7,283,019
American Indian	1,822,087	1,479,338	1,412,202	1,365,915	1,326,457
Freer Gallery	564,178	606,486	624,219	516,164	542,792
Sackler Gallery	318,792	283,671	321,749	307,732	373,800
African Art	290,727	311,788	376,610	333,342	369,635
Ripley Center	278,672	415,601	444,536	365,580	447,224
American History ²	0	0	4,178,295	4,237,760	4,588,853
Hirshhorn	743,126	670,330	685,016	612,460	617,751
OFF MALL					
DW Reynolds Center (AA/PG)	787,648	960,202	1,042,915	1,010,876	1,080,177
Renwick	122,801	129,124	166,198	145,555	161,765
Anacostia	38,288	38,963	29,691	52,552	50,785
Cooper-Hewitt	226,998	165,468	164,098	180,852	233,732
American Indian ³ (Heye Center/CRC)	275,542	318,312	286,053	295,862	352,463
National Zoo	2,843,018	2,061,848	2,275,626	2,217,060	1,825,329
Postal	365,180	306,785	356,993	330,453	334,039
Udvar-Hazy Center	1,069,398	1,128,003	1,199,655	1,106,804	1,198,873
TOTAL	24,554,919	24,010,979	29,971,675	29,875,401	29,155,260

¹The Arts and Industries (A&I) Building closed to the general public in January 2004.

²The National Museum of American History closed to the public in September 2006 and reopened in November 2008.

³Includes the George Gustav Heye Center in New York City and the Cultural Resources Center in Suitland, Maryland.

TRUST FUNDS

In addition to support provided by federal appropriations, the Smithsonian Institution receives and generates trust funds to expand and enrich its programs. Growing the trust budget is key to accomplishing the Institution's Strategic Plan objectives in fiscal years (FYs) 2012–2017. The Institution will take steps in FY 2013 to increase revenue from diverse private sources by strengthening the Smithsonian's fundraising capability, launching a national campaign, and identifying new sources of revenue. Trust funds will be used to leverage the Smithsonian's research capacity through partnerships with federal agencies, universities, non-governmental organizations, industry, and other private organizations, national and international. Trust funds will also be raised to meet the Institution's funding commitment with Congress to open the National Museum of African American History and Culture. Trust funds will also be used to renovate and modernize exhibits through out the Institution. The following provides an overview of the current sources of trust funds.

The Institution's trust funds include general trust funds with limited or no restrictions on their use, funds restricted by the donor or sponsor, and Government grants and contracts. Projections are subject to the uncertainty of the size of donations, grants, and contracts, to fluctuations in visitor attendance, and to the volatility of the economy, which directly affect the return on the endowment, short-term interest income, and donor giving, as well as restaurant, magazine, catalogue, and museum shop revenues, memberships, and other business activities. The Institution's gross operating revenue, less the expenses of the auxiliary activities, represents the net operating revenue available for programmatic and related purposes. The following table summarizes the sources of trust operating funds.

(Dollars in Millions)	FY 2011 Estimate	FY 2012 Estimate
General Trust	78.1	76.2
Donor/Sponsor-Designated	191.5	209.0
Government Grants and Contracts	138.7	142.9
Total Available for Operations	\$408.3	\$428.1

SOURCE AND APPLICATION OF TRUST FUNDS — The following sections describe the sources of each category of trust funds as well as a general account of how they are used.

General Trust Funds — The sources of general trust funds are investment income; payout from unrestricted endowments; net proceeds from the museum shops, catalogues, and food service concessions; sales of Smithsonian books, records, and other products based on designs and objects in the collections; theater/planetarium operations at the National Air and Space Museum and the Samuel C. Johnson IMAX Theater in the National Museum of

Natural History; licensing fees from the Smithsonian Channel and student travel programs; rental of exhibitions of the Smithsonian Institution Traveling Exhibition Service; membership programs (including *Smithsonian* and *Air and Space* magazines); the sale of posters, exhibition brochures, catalogues, and other publications; and admission fees. Projected sources of FY 2012 general trust funds total \$76,200,000. These funds are used to support administrative programs such as central management, legal counsel, accounting, personnel, contracting, and budget, as well as fund raising, education, research and public programs, scholarly studies, and exhibitions.

Donor/Sponsor-Designated Funds — Designated trust funds include gifts, grants, and earnings on endowments from individuals, foundations, organizations, and corporations that specify the purpose of the funds. Designated funds in FY 2012 are projected to total \$209,000,000. Generally, these funds support a particular exhibition or program, or are used to manage the Smithsonian collections and/or support research projects.

Government Grants and Contracts — Various Government agencies and departments provide grants and contracts for projects that align with the Smithsonian's expertise in a particular area of science, history, art, or education. For FY 2012, Government grants and contracts are projected to be \$142,900,000. Of this amount, \$69,000,000 would be available for astrophysical research and development carried out by the Smithsonian Astrophysical Observatory.

APPROPRIATION LANGUAGE AND CITATIONS

The Act of August 10, 1846, codified within 20 U.S.C. §§ 41-70, established the Smithsonian Institution “for the increase and diffusion of knowledge,” and provided the organizational structure for the Institution’s administration. The mission of the Smithsonian Institution has remained unchanged throughout its 166-year history, although additional authority for many of the Institution’s programs and operations has been enacted over the years. Those statutes, along with the Smithsonian charter, are cited below as the authority for the Smithsonian Institution’s FY 2012 appropriation language, except where specific authorizing language has been included in the wording of the appropriation itself.

Appropriation: Salaries and Expenses

1. For necessary expenses of the Smithsonian Institution, as authorized by law, including research in the fields of art, science, and history;

20 U.S.C. § 50 provides that “...all objects of art and of foreign and curious research, and all objects of natural history, plants, and geological and mineralogical specimens...shall be so arranged and classified...as best to facilitate the examination and study of them...”

20 U.S.C. § 53a provides that “Appropriations are hereby authorized for...the making of solar observations at high altitudes...”

20 U.S.C. § 69 provides that “The Secretary of the Smithsonian Institution is hereby authorized...to continue independently or in cooperation anthropological researches among the American Indians and the natives of lands under the jurisdiction or protection of the United States...”

20 U.S.C. § 75b(b) provides that “The [National Portrait] Gallery shall function as a free public museum for the exhibition and study of portraiture and statuary depicting men and women who have made significant contributions to the history, development, and culture of the people of the United States and of the artists who created such portraiture and statuary.”

20 U.S.C. § 76bb(c) provides that “The Joseph H. Hirshhorn Museum and Sculpture Garden...shall be used for the storage, exhibition, and study of works of art...”

20 U.S.C. § 77a provides that “Said national air and space museum shall...provide educational material for the historical study of aviation and space flight.”

20 U.S.C. § 78 provides that “The Secretary of the Smithsonian Institution is hereby authorized to cooperate with any State, educational institution, or scientific organization in the United States, for continuing paleontological investigations...”

20 U.S.C. § 80a(a) provides that “...It shall be equipped with a study center for scholarly research into the meaning of war, its effect on civilization, and the role of the Armed Forces...”

20 U.S.C. § 80m(a)(3) provides that “...the Board may--...(3) conduct programs of research and education [in the Museum of African Art]...”

20 U.S.C. §§ 80q-1(b)(1),(3) provide that “The purposes of the National Museum [of the American Indian] are to-- (1) advance the study of Native Americans, including the study of language, literature, history, art, anthropology, and life...(3) provide for Native American research and study programs...”

2. development, preservation, and documentation of the National Collections;

20 U.S.C. § 50 provides that “...all objects of art and of foreign and curious research, and all objects of natural history, plants, and geological and mineralogical specimens...shall be delivered to such persons as may be authorized by the Board of Regents to receive them, and shall be so arranged and classified...as best to facilitate the examination and study of them...”

20 U.S.C. § 50a provides that “The Smithsonian Institution is . . . authorized to include in its estimates of appropriations such sums as may be needful for the preservation and maintenance of the [John Gellatly art] collection.”

20 U.S.C. § 59 provides that “All collections of rocks, minerals, soils, fossils, and objects of natural history, archaeology, and ethnology...when no longer needed for investigations in progress shall be deposited in the National Museum.”

20 U.S.C. § 69 provides that “The Secretary of the Smithsonian Institution is hereby authorized...to continue independently or in

cooperation...the excavation and preservation of archaeological remains.”

20 U.S.C. § 75e(1) provides that “...the Board may-- (1) purchase, accept, borrow, or otherwise acquire portraiture, statuary, and other items for preservation, exhibition, or study.”

20 U.S.C. § 76c(b) provides that “(b)...the Regents are hereby authorized...to acquire (by purchase or otherwise) and sell contemporary works of art or copies thereof...”

20 U.S.C. § 76cc(a) provides that “(a) There is established in the Smithsonian Institution a Board of Trustees...which shall have the sole authority (i) to purchase or otherwise acquire (whether by gift, exchange, or other means) works of art for the Joseph H. Hirshhorn Museum and Sculpture Garden...”

20 U.S.C. § 77a provides that “Said national air and space museum shall...collect, preserve, and display aeronautical and space flight equipment of historical interest and significance...”

20 U.S.C. § 80a(a) provides that “(a)...the Smithsonian Institution shall collect, preserve, and exhibit military objects of historical interest and significance.”

20 U.S.C. §§ 80m(a)(1),(2) provide that “...the Board may-- (1) purchase, accept, borrow or otherwise acquire additional works of art or any other real or personal property for the Museum [of African Art]; (2) preserve, maintain, restore...or otherwise hold any property of whatsoever nature acquired...”

20 U.S.C. § 80q-1(b)(2) provides that “(b) The purposes of the National Museum [of the American Indian] are to-- ...(2) collect, preserve, and exhibit Native American objects of artistic, historical, literary, anthropological, and scientific interest...”

20 U.S.C. § 81 provides that “The National Zoological Park is placed under the direction of the Regents of the Smithsonian Institution, who are authorized to transfer to it any living specimens, whether of animals or plants, in their charge, to accept gifts for the park...[and] to make exchanges of specimens...”

3. presentation of public exhibits and performances;

20 U.S.C. § 75b(b) provides that “(b)The [National Portrait] Gallery shall function as a free public museum for the exhibition and study of portraiture and statuary...”

20 U.S.C. § 76c(b) provides that “(b) In order to encourage the development of contemporary art and to effect the widest distribution and cultivation in matters of such art, the Regents are hereby authorized to...conduct exhibitions...”

20 U.S.C. § 76bb(c) provides that “(c) The Joseph H. Hirshhorn Museum and Sculpture Garden...shall be used for the storage, exhibition, and study of works of art...”

20 U.S.C. § 77a provides that “Said national air and space museum shall...collect, preserve, and display aeronautical and space flight equipment of historical interest and significance...”

20 U.S.C. § 80a(a) provides that “(a)...the Smithsonian Institution shall collect, preserve, and exhibit military objects of historical interest and significance.”

20 U.S.C. § 80m(a)(2) provides that “...the Board may--
...(2)...display...any property of whatsoever nature acquired [for the Museum of African Art]...”

20 U.S.C. § 80q-1(b) provides that “(b) The purposes of the National Museum [of the American Indian] are to--...(2) collect, preserve, and exhibit Native American objects of artistic, historical, literary, anthropological, and scientific interest...”

4. collection, preparation, dissemination, and exchange of information and publications;

20 U.S.C. § 53a provides that “Appropriations are hereby authorized for...preparation of manuscripts, drawings, and illustrations for publications.”

5. conduct of education, training, and museum assistance programs;

20 U.S.C. §§ 65a(a)(1),(3),(4) provide that “The Director of the National Museum under the direction of the Secretary of the Smithsonian Institution shall-- (1) cooperate with museums and their professional organizations in a continuing study of museum problems and opportunities, both in the United States and

abroad;... (3) prepare and distribute significant museum publications; (4) perform research on, and otherwise contribute to, the [development of] museum techniques....”

20 U.S.C. § 77a provides that “Said national air and space museum shall...provide educational material for the historical study of aviation and space flight.”

20 U.S.C. § 79a provides that “The purpose of setting aside such an area [Barro Colorado Island] is to preserve and conserve its natural features...thus providing a place where duly qualified students can make observations and scientific investigations for increase of knowledge, under such conditions and regulations as may be prescribed by the [Smithsonian Institution].”

20 U.S.C. § 79e provides that “There are authorized to be appropriated annually...such sums as are necessary for the administration of [the Canal Zone Biological Area] ... and for the maintenance of laboratory or other facilities...”

20 U.S.C. § 80m(a) provides that “(a)...the Board [of Regents] may -- ... (3) conduct programs of research and education [in the Museum of African Art]....”

6. maintenance, alteration, operation, lease agreements of no more than 30 years, and protection of buildings, facilities, and approaches;

20 U.S.C. § 53a provides that “Appropriations are hereby authorized for the maintenance of the Astrophysical Observatory and...for repairs and alterations of buildings and grounds occupied by the Smithsonian Institution in the District of Columbia and elsewhere...”

20 U.S.C. § 76g provides that “There are hereby authorized to be appropriated annually such sums as may be necessary to maintain and administer the [National Portrait] Gallery...”

20 U.S.C. § 76ee provides that “There is authorized to be appropriated...such additional sums as may be necessary for the maintenance and operation of such...[Hirshhorn] museum and sculpture garden.”

20 U.S.C. § 79b(c) provides that “The ...[Smithsonian Institution] shall...(c) be responsible for the construction and maintenance of laboratory and other facilities on the area provided for the use of

students authorized to carry on studies within the confines of the area...”

20 U.S.C. § 80m(a)(2) provides that “...the Board may--...(2) preserve, maintain...any property of whatsoever nature acquired [for the Museum of African Art]...”

20 U.S.C. § 81 provides that “The National Zoological Park is placed under the direction of the Regents of the Smithsonian Institution, who are authorized...to administer and improve the said Zoological Park for the advancement of science and the instruction and recreation of the people.” Public Law 101-512 making appropriations for the Department of the Interior and Related Agencies for the fiscal year 1991 extended the maximum term for federal leases from ten years to thirty.

7. not to exceed \$_____for services as authorized by 5 U.S.C. 3109;

5 U.S.C. § 3109(b) provides that “(b) When authorized by an appropriation or other statute, the head of an agency may procure by contract the temporary (not in excess of 1 year) or intermittent services of experts or consultants or an organization thereof, including stenographic reporting services.”

8. and purchase, rental, repair, and cleaning of uniforms for employees,

5 U.S.C. §§ 5901(a)(1),(2) provide that “(a) There is authorized to be appropriated annually to each agency of the Government of the United States...on a showing of necessity or desirability, such sums as may be necessary to carry out this subchapter. The head of the agency concerned...shall-- (1) furnish to each of these employees a uniform at a cost not to exceed \$400 a year...or (2) pay to each of these employees an allowance for a uniform not to exceed \$400 a year...”

40 U.S.C. § 6306(c) provides that “(c) The employees designated as special police under subsection (a) [covering the Smithsonian Institution] may be provided, without charge, with uniforms and other equipment as may be necessary for the proper performance of their duties...”

9. \$_____, to remain available until September 30, 2013, except as otherwise provided herein;

Wording added by the Congress in Public Law 111-88 making appropriations for the Department of the Interior and Related

Agencies for fiscal year 2010 to extend the availability for the Salaries and Expenses account from one year to two years unless otherwise provided.

10. of which not to exceed \$_____ for the instrumentation program, collections acquisition, exhibition reinstallation, the National Museum of African American History and Culture, and the repatriation of skeletal remains program shall remain available until expended;

Wording added by the Congress in Public Law 100-446 making appropriations for the Department of the Interior and Related Agencies for fiscal year 1989 to permit the Institution to establish no-year funding within the Salaries and Expenses account for the development of major scientific instrumentation. Public Law 101-512, making appropriations for the Department of the Interior and Related Agencies for fiscal year 1991, allowed no-year funding to be used for the instrumentation program as well as purchases for museum collections; the move to the Museum Support Center; the reinstallation of museum exhibitions; and the National Museum of the American Indian and the repatriation of skeletal remains. Public Law 108-447 making appropriations for the Department of the Interior and Related Agencies for fiscal year 2005 allowed no-year funding for the instrumentation program; collections acquisition; exhibition reinstallation; the repatriation of skeletal remains; and the National Museum of African American History and Culture.

31 U.S.C. § 1301(c)(2) provides that “(c) An appropriation in a regular, annual appropriation law may be construed to be permanent or available continuously only if the appropriation--... (2) expressly provides that it is available after the fiscal year covered by the law in which it appears.”

11. and including such funds as may be necessary to support American overseas research centers:

Wording added by the Congress in Public Law 99-190 making appropriations for Other Related Agencies for fiscal year 1986.

12. *Provided*, That funds appropriated herein are available for advance payments to independent contractors performing research services or participating in official Smithsonian presentations.

31 U.S.C. § 3324(b)(1) provides that (b) “An advance of public money may be made only if it is authorized by-- (1) a specific appropriation or other law...”

Appropriation: Facilities Capital

1. For necessary expenses of repair, revitalization, and alteration of facilities owned or occupied by the Smithsonian Institution, by contract or otherwise, as authorized by section 2 of the Act of August 22, 1949 (63 Stat. 623),

20 U.S.C. § 53a provides that "Appropriations are hereby authorized...for repairs and alterations of buildings and grounds occupied by the Smithsonian Institution in the District of Columbia and elsewhere..."

20 U.S.C. § 81 provides that "The National Zoological Park is placed under the direction of the Regents of the Smithsonian Institution, who are authorized...to administer and improve the said Zoological Park for the advancement of science and the instruction and recreation of the people."

Public Law 108-108, making appropriations for the Department of the Interior and Related Agencies for fiscal year 2004, established the Facilities Capital appropriation. The appropriation includes activities formerly financed through the Repair, Restoration and Alteration of Facilities appropriation and the Construction appropriation.

2. and for construction,

20 U.S.C. § 53a provides that "Appropriations are hereby authorized...for repairs and alterations of buildings and grounds occupied by the Smithsonian Institution in the District of Columbia and elsewhere..."

3. including necessary personnel,

Wording added by Congress for clarification in Public Law 108-7 making appropriations for the Department of Interior and Related Agencies for fiscal year 2003.

4. \$ _____ to remain available until expended,

31 U.S.C. § 1301(c)(2) provides that "(c) An appropriation in a regular, annual appropriation law may be construed to be permanent or available continuously only if the appropriation--... (2) expressly provides that it is available after the fiscal year covered by the law in which it appears."

5. of which not to exceed \$_____ is for services as authorized by 5 U.S.C. 3109,

5 U.S.C. § 3109(b) provides that “(b) When authorized by an appropriation or other statute, the head of an agency may procure by contract the temporary (not in excess of 1 year) or intermittent services of experts or consultants or an organization thereof, including stenographic reporting services.”

6. and of which \$_____ shall be to complete design and begin construction of the National Museum of African American History and Culture:

20 U.S.C. § 80-r-6(a)(2) provides that “The Board of Regents, in consultation with the [National Museum of African American History and Culture] Council, may plan, design, and construct a building for the Museum...”

7. *Provided*, That during fiscal year 2012 and any succeeding fiscal year, a single procurement for construction of the National Museum of African American History and Culture, as authorized under section 8 of the National Museum of African American History and Culture Act (20 U.S.C. 80r-6), may be issued that includes the full scope of the project: *Provided further*, That the solicitation and contract shall contain the clause “availability of funds” found at CFR 52.232.18.

Wording added by Congress to Public Law 112-74 (Consolidated Appropriations Act, 2012) to permit the Smithsonian, as provided, to solicit and award a contract for the construction of the National Museum of African American History and Culture on the National Mall prior to receiving full funding to complete the project.

Smithsonian Response to Government Accountability Office Report on Repatriation

The Government Accountability Office (GAO) released a study in May 2011 entitled, *Smithsonian Institution: Much Work Still Needed to Identify and Repatriate Indian Human Remains and Objects* (GAO-11-515). In its report, the GAO directed the Secretary of the Smithsonian Institution to submit a written statement of the actions taken, to the Senate Committee on Homeland Security and Governmental Affairs and to the House Committee on Oversight and Government Reform, in response to their recommendations, not later than 60 calendar days from the date of the report. The GAO also directed the Institution submit its statement to the House and Senate Committees on Appropriations with the Institution's first request for appropriations made more than 60 calendar days after the date of the first submission. The attached letter submitted to GAO in July 2011 is in response to these directives.



Smithsonian Institution

G. Wayne Clough
Secretary

July 22, 2011

Ms. Anu Mittal
Director
Natural Resources and Environment
United States Government Accountability Office
441 G Street, NW
Washington, DC 20548

Dear Ms. Mittal:

I am submitting to you a statement of actions taken on the Government Accountability Office's (GAO) recommendations related to their report entitled "Smithsonian Institution: Much Work Still Needed to Identify and Repatriate Indian Human Remains and Objects."

The GAO made four recommendations to the Smithsonian's Board of Regents in its report on repatriation. These recommendations address (1) annual reports to Congress; (2) the jurisdiction of the Repatriation Review Committee (RRC); (3) the creation of an integrated appeals process; and (4) policy on culturally unidentifiable items.

- 1. The GAO recommends that the Board of Regents: "Through the Secretary, direct the Review Committee to report annually to Congress on the Smithsonian's implementation of its repatriation requirements in the NMAI Act to provide Congress with information on the Smithsonian's repatriation activities."**

The NMAI Act prescribes that the Secretary is ultimately responsible for repatriation at the Smithsonian, and the Repatriation Review Committee's ("RRC") bylaws specify that the RRC is advisory to the Secretary. Therefore, it is appropriate for the Secretary to report annually to Congress on Smithsonian's repatriation activities. The Secretary has directed the National Museum of Natural History (NMNH) and the National Museum of the American Indian (NMAI), through their repatriation staff, to work together to produce an annual report on Smithsonian repatriation activities. In doing so, the staff may incorporate relevant sections of the annual report prepared by the RRC for the Secretary. The RRC will be invited to review and comment on the Institution's annual report prior to the Secretary's issuance of the report to Congress.

- 2. The GAO recommends that the Board of Regents: "Direct the Secretary of the Smithsonian to expand the Review Committee's jurisdiction to include**

the American Indian Museum, as required by the NMAI Act, to improve oversight of Smithsonian repatriation activities. With this expanded role for the Review Committee, the Board of Regents and the Secretary should also consider where the most appropriate location for the Review Committee should be within the Smithsonian's organizational structure."

The Smithsonian has already indicated that it does not agree with GAO's conclusion that the NMAI Act requires the Review Committee to exercise jurisdiction over NMAI's repatriation activities. Nevertheless, the Smithsonian recognizes that improved coordination, consultation and communication between NMNH and NMAI with regard to repatriation activities may result in an expanded role for the Review Committee as an additional resource for the NMAI Board of Trustees in addressing NMAI repatriation claims and potential disputes. For example, with permission of tribal claimants, NMAI will provide reports addressing NMAI claims to the Repatriation Review Committee and NMNH reports will be provided to the NMAI Board of Trustees.

- 3. The GAO recommends that the Board of Regents: "Establish an independent administrative appeals process for Indian tribes and Native Hawaiian organizations to appeal decisions to either the Board of Regents or another entity that can make binding decisions for the Smithsonian Institution to provide tribes with an opportunity to appeal cultural affiliation and repatriation decisions made by the Secretary and the Board of Trustees."**

Based on GAO's recommendation, the Smithsonian is considering alternative ways in which tribes may appeal cultural affiliation and repatriation decisions made by the Secretary and the NMAI Board of Trustees. This recommendation has led to internal discussions between the directors of NMNH and NMAI and other senior leadership, as well as consultation with the NMAI Board of Trustees, to identify an appeals process that is effective and consistent with the authority of the Secretary and NMAI Board of Trustees as set forth in the NMAI Act. The resulting proposals have not yet been fully vetted, so it would be premature to provide them at this time but we anticipate establishing an appeals process by the end of the year. The Smithsonian has considered GAO's proposal that the Smithsonian's Board of Regents serve as the appellate body, but concluded that it would be inconsistent with the role of the Board of Regents to participate in managerial and operational issues arising from repatriation activities.

- 4. The GAO recommends that the Board of Regents: "Direct the Secretary and the American Indian Museum's Board of Trustees to develop policies for the Natural History and American Indian Museums for the handling of items in their collections that cannot be culturally affiliated to provide for a clear and transparent repatriation process."**

The NMAI Board of Trustees recently directed NMAI's management to prepare a draft policy on unaffiliated items to submit to Native American tribes for comment, and such policy is currently being developed. In addition, NMAI and NMNH jointly conferred with tribes at the 2011 National Congress of American Indians on the subject of culturally unidentified items. NMNH maintains that, under the standard set forth in the NMAI Act that requires use of the best available scientific and historical documentation to affiliate remains with the correct cultural group, all items in the NMNH collection either are affiliated with or, with additional scientific research and technological developments, may be affiliated with tribes. NMNH does not consider any of the Native items in its collections permanently to be culturally unidentifiable. At such time as items are determined to be unidentifiable, NMNH will look to the NMAI policy and other applicable policies to develop a policy on culturally unidentifiable Native items.

Thank you for your attention to this matter. Please feel free to contact me if I may provide additional information.

Sincerely,

A handwritten signature in black ink, appearing to read "D. Wagoner", with a stylized flourish extending to the right.

Adjustments for FY 2012 (Dollars in Thousands)

Unit	FY 2012 Appropriation \$000	Spread of 0.16% Rescission \$000	Reorganizations and Reprogrammings \$000	FY 2012 Adjusted Base \$000
MUSEUMS AND RESEARCH CENTERS				
<i>Unlocking the Mysteries of the Universe</i>				
National Air and Space Museum	18,246	(29)	0	18,217
Smithsonian Astrophysical Observatory	24,035	(38)	0	23,997
Major Scientific Instrumentation	3,822	(6)	0	3,816
Universe Consortium	300	0	0	300
Subtotal, <i>Unlocking the Mysteries of the Universe</i>	46,403	(73)	0	46,330
<i>Understanding and Sustaining A Biodivorse Planet</i>				
National Museum of Natural History	48,163	(77)	0	48,086
National Zoological Park	23,352	(37)	0	23,315
Smithsonian Environmental Research Center	3,773	(6)	0	3,767
Smithsonian Tropical Research Institute	12,239	(20)	250 \1	12,469
Biodiversity Consortium	2,100	(3)	(250) \1	1,847
Subtotal, <i>Understanding and Sustaining a Biodivorse Planet</i>	89,627	(143)	0	89,484
<i>Valuing World Cultures</i>				
Arthur M. Sackler Gallery/Freer Gallery of Art	6,135	(10)	0	6,125
Center for Folklife and Cultural Heritage	2,300	(4)	34 \2	2,330
Cooper-Hewitt, National Design Museum	4,244	(7)	(30) \3	4,207
Hirshhorn Museum & Sculpture Garden	4,356	(7)	0	4,349
National Museum of African Art	4,461	(7)	(170) \4	4,284
World Cultures Consortium	300	0	0	300
Subtotal, <i>Valuing World Cultures</i>	21,796	(35)	(166)	21,595
<i>Understanding the American Experience</i>				
Anacostia Community Museum	2,063	(3)	0	2,060
Archives of American Art	1,880	(3)	0	1,877
National Museum of African American History & Culture	13,437	(22)	0	13,415
National Museum of American History, Behring Center	22,637	(37)	0	22,600
National Museum of the American Indian	31,900	(51)	0	31,849
National Portrait Gallery	5,999	(10)	0	5,989
Smithsonian American Art Museum	9,343	(15)	0	9,328
American Experience Consortium	800	(1)	0	799
Subtotal, <i>Understanding the American Experience</i>	88,059	(142)	0	87,917
TOTAL MUSEUMS AND RESEARCH CENTERS	245,885	(393)	(166)	245,326

Adjustments for FY 2012 (Dollars in Thousands)

Unit	FY 2012 Appropriation \$000	Spread of 0.16% Rescission \$000	Reorganizations and Reprogrammings \$000	FY 2012 Adjusted Base \$000
MISSION ENABLING				
Program Support and Outreach				
Outreach	9,291	(14)	0	9,277
Communications	2,594	(4)	150	2,740
Institution-wide Programs	10,928	(18)	0	10,910
Office of Exhibits Central	3,012	(5)	0	3,007
Museum Support Center	1,874	(3)	0	1,871
Museum Conservation Institute	3,236	(5)	0	3,231
Smithsonian Institution Archives	2,193	(4)	0	2,189
Smithsonian Institution Libraries	9,983	(16)	0	9,967
Subtotal, Program Support and Outreach	43,111	(69)	150	43,192
Office of the Chief Information Officer	46,144	(74)	(150)	45,920
Administration	33,949	(53)	158	34,054
Office of the Inspector General	2,607	(4)	42	2,645
Facilities Services				
Facilities Maintenance	72,107	(116)	(1,301)	70,690
Facilities Operations, Security, and Support	192,727	(309)	1,267	193,685
Subtotal, Facilities Services	264,834	(425)	(34)	264,375
TOTAL MISSION ENABLING	390,645	(625)	166	390,186
GRAND TOTAL, SMITHSONIAN INSTITUTION	636,530	(1,018)	0	635,512

Footnotes for FY 2012 Appropriation:

- \1 Transfer of \$250,000 from the Biodiversity Consortium to Smithsonian Tropical Research Institute to support the Smithsonian Institution Global Earth Observatories program.
- \2 Transfer of \$34,000 from Central Rent to the Center for Folklife and Cultural Heritage to support lease costs at the Washington Business Park facility in Lanham, Maryland.
- \3 Transfer of \$30,000 from Cooper-Hewitt, National Design Museum to Administration for maintenance support of leased facility and to align with the FY 2011 Operating Plan.
- \4 Transfer of \$170,000 from the National Museum of African Art to Administration to support human resource operations.
- \5 Transfer of \$150,000 from the Office of the Chief Information Officer to Communications to support a congressional liaison position.
- \6 Transfer of \$42,000 from Administration to the Office of the Inspector General to return funds reduced in the FY 2011 buyout program.
- \7 Transfer of \$1,447,000 from Facilities Maintenance to Facilities Operations, Security, and Support for Smithsonian Tropical Research Institute boat and vehicle maintenance.
- \8 Transfer of \$146,000 from Facilities Operations, Security, and Support to Facilities Maintenance to support critical maintenance projects and to align with the FY 2011 Operating Plan.

SMITHSONIAN INSTITUTION LIBRARIES



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